

**Period 3 Settlement Agreement Semi-Annual Report
January 2005 – June 2005**

Division of Children and Family Services
Bureau of Milwaukee Child Welfare (BMCW)

August 1, 2005

**Please note this information is embargoed (not for public release or
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Prepared by the Bureau of Milwaukee Child Welfare Program Evaluation Managers

INDEX

Basic Demographic and Descriptive Data January to June 2005	Pages 4 - 5
BMCW Settlement Agreement at a Glance	Pages 6 - 7
Introduction	Pages 8 - 11
§I.B.2 Children with a Termination of Parental Rights (TPR) filed or an allowable exception documented (Adoption and Safe Families Act (ASFA) (children the reaching 15 of 22 months in Out-of-Home-Care (OHC))	Pages 12 - 13
§I.C.1 Children with a substantiated allegation of Maltreatment while in out of Home Care placement	Pages 14 - 20
§I.C.2 Timeliness of referrals to Independent Investigative Agency	Page 21
§I.C.3 Timeliness of Independent Investigations assigned to investigators	Page 22
§I.C.4 Completion of Independent Investigations within 60 days	Page 23
§I.D.1 - I.D.2 Family Caseload Size not to exceed 11 cases	Pages 24 - 26
§I.D.3-4 Face to Face Contact with children by Ongoing Case Managers (monthly)	Pages 27 - 29
§I.D.5,6,7 Use of Shelters - Assessment Centers	Pages 30 - 35
§I.D.8 Foster Parent Reimbursement Rates	Page 35
§I.B.3 Children without a TPR previously filed or an allowable exception documented (ASFA)	Pages 36 - 38
§I.B.4 Length of Stay in Out-of-Home-Care 24 or more months	Pages 39 - 43
§I.B.6 Reunifications within 12 months of entry into Out-of-Home Care	Pages 44 - 47

§I.B.7 Adoptions within 24 months of entry into Out-of-Home Care	Pages 48 - 51
§I.D.9 Placement Stability – Children with three or fewer placements	Pages 52 - 54
§II Named Plaintiffs	Page 55
§III.C.1 Family Assessments completed within 90 days	Pages 57 - 58
§III.C.2 Initial Health Screens within five business days	Pages 59 - 60
§III.C.3 Placement Information Packets to Out-of-Home-Care providers	Page 61
§III.C.4 Annual Medical and Dental Exams	Pages 62 - 64
§III.C.5 Initial Permanency Plans completed within 60 days	Pages 65 - 66
XXIV.§III.C.6 Annual Judicial and Administrative Permanency Plan Reviews	Pages 67 – 68
§III.C.7 Re-Entry within 12 months of a prior episode in Out-of-Home-Care	Pages 69 - 70
§III.C.8 BMCW Ongoing Case Manager Turnover	Pages 71 - 82
§III.C.9 Average number of children per caseload	Pages 83 - 84

I. Basic Demographic and Descriptive Data

**A brief look at Children and Families Receiving Ongoing Case Management Services
January – June 2005**

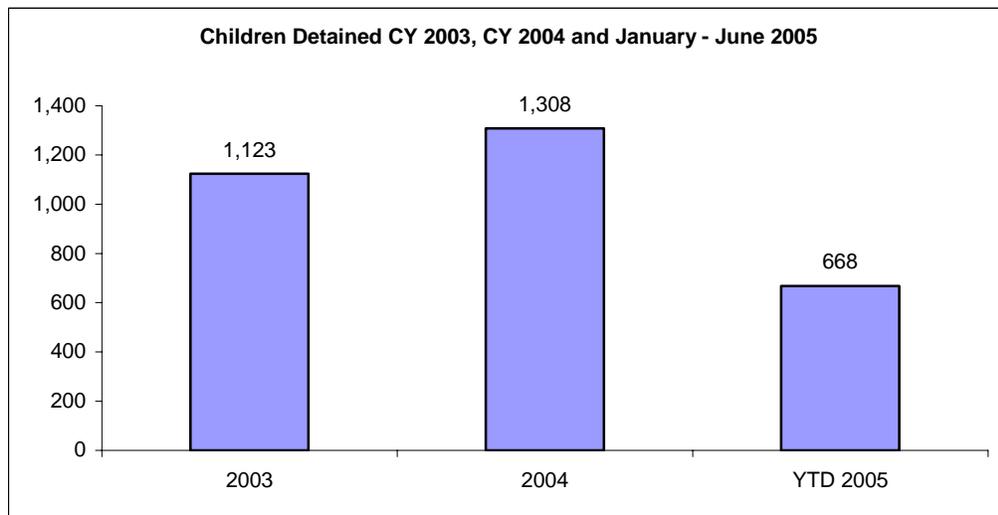
Families with children in Out of Home Care (OHC)

	December 31, 2003	December 31, 2004	June 30, 2005
Families receiving Ongoing Services (end of month)	2,081	1,948	1,970
Children in OHC Placements (end of month)	3,489	3,151	3,044

Permanency Achieved

	Reunification	Transfer of Guardianship	Age of Majority	Adoption
January – June 2005	339	81	75	189

Number of children taken into custody



Ages of children at time of removal

Age at Removal (Jan-December)	CY 2003	CY 2004	January – June 2005
Birth – 4 years old	44%	40%	41%
5 – 11 years old	32%	32%	28%
12 – 15 years old	17%	20%	21%
16+ years old	7%	8%	10%

Distribution of families who entered Ongoing Services with three or more children

Children in Family	Number of Families CY 2003	Number of Families CY 2004	Number of Families Jan – June 2005
3	55	76	44
4	21	32	24
5	8	16	10
6	9	15	3
7	2	4	1
8	0	1	2
9	2	5	1

**II. BMCW Settlement Agreement at a Glance
Period 3 (January - June 2005)**

Settlement Section	Period 1 Performance Standards	Period 1 Result	Period 2 Performance Standards	Period 2 Result	Period 3 Performance Standards	Jan - June Period 3	July - Dec Period 3	Period 3 YTD
I.B.2 ASFA (children TPR filed by 15th of 22nd month)	>= 65.0%	76.8%	>= 75%	88.2%	>= 90.0%	90%	*	90%
I.B.3 ASFA (children who were not in compliance with timely TPR filed)	>= 75.0%	88.1%	>= 85%	92.9%	>= 90.0%	59%	*	59%
I.B.4 LOS (children in OHC greater than 24 months-as measured against the baseline of 5533)	<= 40.0%	44.2%	<= 35%	30.2%	<= 25.0%	26%	*	26%
I.B.6 - Reunification (less than 12 months after entry into OHC)	Monitor Only	45.0%	>= 65%	63.0%	>= 71.0%	69%	*	69%
I.B.7 - Adoptions (within 24 months of entry into OHC)	>= 20.0%	14.2%	>= 25%	15.5%	>= 30.0%	21%	*	21%
I.C.1 - Mal Treatment-Children in OHC w/substantiated allegation by FP or agency staff	<= 0.70%	0.57%	<= 0.65%	0.85%	<= 0.60%	0.58%	*	0.58%
I.C.2 - Referrals to Independent Investigative Agency w/i 3 business days	>= 80.0%	99.8%	>= 85%	99.4%	>= 90.0%	99%	*	99%
I.C.3 - Upon receipt of referral, assigned to an investigator w/i 3 business days	>= 80.0%	99.6%	>= 85%	99.8%	>= 90.0%	100%	*	100%
I.C.4 - Determination of Independent Investigation w/i 60 days	>= 80.0%	97.6%	>= 85%	98.1%	>= 90.0%	100%	*	100%
I.D.2 - Family Caseloads (not to exceed 11 per OCM)	<= 13.0	9.6	<= 11	10.0	<= 11.0	10	*	10
I.D.3 - Monthly Face-to-Face contact	>= 90.0%	90.0%	>= 90%	97.0%	>= 90.0%	97%	*	97%
I.D.5 - I.D.7 Placement Stabilization/Assessment Centers - Shelter Phase Out	Phase out by end of period 1			Completed by 1-1-04 See report for details				
I.D.8 - Foster Parent reimbursement rates	Please see report for details							
I.D.9 - Placement Stability - children with 3 or fewer placements	>= 80.0%	75.9%	>= 82%	72.1%	>= 90.0%	71%	*	71%
II - Named Plaintiffs	Please see report for details							
III - Monitoring	For section III - Monitoring, there are no established performance standards *							
III.C.1 - Family Assessments completed w/i 90 days	*	96.4%	*	97.3%	*	95%	*	95%
III.C.2 - Initial Health Screens - w/i 5 business days	*	58.2%	*	76.4%	*	59%	*	59%
III.C.3 - Placement Packets	*	91.0%	*	85%	*	96%	*	96%
III.C.4 - Annual Medical Exam	*	75.4%	*	74.3%	*	69%	*	69%
III.C.4 - Annual Dental Exam	*	57.4%	*	64.8%	*	63%	*	63%
III.C.5 - Initial Permanency Plans-w/i 60 days	*	97.0%	*	97.0%	*	99%	*	99%
III.C.6 - Annual Perm Plan Review's (YTD is avg)		77.3%	*	77.1%	*	100%	*	100%
III.C.7 - Re-Entry within 12 months of exit (this is a YTD measure)		9.0%	*	6.7%	*	5.7%	*	5.7%
III.C.8 - BMCW Turnover	*	30.1%	*	38.6%	*	19%	*	19%
III.C.9 - Average Children per OCM Caseload	*	19.5	*	18.5	*	18	*	18

* The brief comments describing the specific Agreement section are not meant to fully represent what is written or intended in the actual Agreement. The intent is merely to provide a point of reference; please refer to the actual agreement for the specifics of each section

SEMI -ANNUAL Report Period 3: January 1, 2005 - June 30, 2005

Prepared by the Program Evaluation Managers, Bureau of Milwaukee Child Welfare

III. INTRODUCTION

In accordance with the Settlement Agreement for the federal lawsuit against the State of Wisconsin this is the semi-annual report of the BMCW's performance from January 1, 2005 through June 30, 2005.

The Settlement Agreement requires the BMCW to attain specific outcomes regarding the permanency, safety, and well-being of children in out-of-home care in Milwaukee County.

A. During the first six months of 2005, which is the third year of the three year settlement agreement, the Bureau met or exceeded the following performance standards from Section I:

1. §I.B.2 Adoption and Safe Families Act (ASFA) timeliness requirement, timely filing of TPRs: BMCW achieved 90% compared to the requirement that at least 90% of children in out-of-home care for 15 of the last 22 months must have a termination of parental rights (TPR) petition filed on their behalf, or an ASFA exception documented in their case by the end of the 15 month in care.

2. §I.D.3-4 Face-to-face contact with children in out-of-home care: The BMCW achieved 97% compared to the requirement that at least 90% or above of children in out-of-home care have face-to-face contact with their case manager at least monthly.

3. §I.D.1-2 Reduction in caseloads of Ongoing Case Managers to an average of 11 families per case manager per site: the BMCW achieved an overall average of 10 family cases per case manager.

4. §I.C.2 Timeliness in processing referrals of abuse and neglect to the independent investigation agency: the BMCW achieved 98.7% compared to the requirement of 90% or above to refer reports of abuse and neglect from BMCW intake to the independent investigation agency within three business days.

5. §I.C.3 Timeliness in making case assignments and completing independent investigations: The BMCW achieved 100% compared to the requirement of 90% or above, for the independent investigation agency to make an assignment to a staff person within three business days of the independent investigation agency's receipt of the referral.

6. §I.C.4 Timeliness in making determination of the Independent Investigation: The BMCW achieved 100% compared to the requirement of 90% or above, for the independent investigations to be completed within 60 days of receipt by the independent investigation agency.

7. §I.C.1 Substantiated maltreatment of children in out-of-home care: The BMCW achieved 0.58% compared to the requirement that no more than 0.60% of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations by a foster parent or staff of a facility required to be licensed. Although the BMCW was under the performance standard for the first six months of Period 3, compliance with this measure ultimately will be determined on an annualized basis for January – December 2005.

B. During the first six months of 2005, full compliance was not achieved for the following Section I requirements:

1. §I.B.6 Reunification within 12 months of entry into out-of-home care: The BMCW achieved 69% compared to the requirement that 71% or more of reunifications shall occur within 12 months of entry into out-of-home care.

2. §I.B.7 Adoption within 24 months of care: The BMCW achieved 20% compared to the requirement that at least 30% of children for whom an adoption is finalized within the period shall exit BMCW care within 24 months of entry into care.

3. §I.D.9 Placement Stability: The BMCW achieved 71% compared to the requirement that 90% or above of children in out-of-home care within the period shall have three or fewer placements after January 1999.

4. §I.B.3 Adoption and Safe Families Act (ASFA): The BMCW achieved 59% compared to the requirement of 90% or above of children in out-of-home care more than 15 of the last 22 months without a termination of parental rights previously filed, or an available exception previously documented, shall have a termination of parental rights petition filed on their behalf, or an exception documented in their case file by the end of the period. The percentage was calculated against the baseline of 206 such children at the beginning of Period 3. This is a cumulative measure and can not be fully calculated until year end because it is being calculated against the number of children from the start of Period 3.

* The two measures for §I.B.2 and §I.B.3 both focus on children either having a TPR filed or an allowable exception documented in their Permanency Plan by the end of their 15 of 22 months in an Out-of-Home-Care Placement (OHC). The difference between the two measures focuses on a key point-in-time for the children. §I.B.2 focuses on the children within the threshold of their 15 of 22 month in an OHC placement. These children are at the point in time when it is determined if they meet the ASFA standards and have a TPR filed on their behalf or have an allowable exception indicated in their Permanency Plan by the end of their 15 of 22 months in OHC. §I.B.3 is a measure of children on January 1st of each year who are beyond the 15 of 22 months time threshold and they do not have a TPR previously filed on their behalf, or an allowable exception documented in their Permanency Plan. The BMCW is not in ASFA compliance with this group of children. The intent of I.B.3 is to “belatedly” file a TPR or have an allowable exception documented in their permanency plan before the end of the period.

5. §I.B.4 Length of Stay in out-of-home care: The BMCW achieved 26% compared to the requirement that no more than 25% of children in out-of-home care shall be in care for more than 24 months as measured against the baseline of 5,533 children. This measure, which is a year-to-date average, will not be fully calculated until the year end.

C. Report Format

The year-to-date performance data represent the results of the Bureau of Milwaukee Child Welfare’s efforts during the first six months of Period 3 (January 1, 2005 – June 30, 2005) of the Settlement Agreement. The data is presented in three distinct categories:

- Meeting or exceeding Period 3 targets
- Not fully meeting Period 3 targets, and
- Monitoring categories inclusive of safety, well-being, and permanence objectives.

The data presented in this report has mostly been generated from the Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS). In order to consistently and systematically assess the Agreement outcomes, a process was undertaken to identify the data elements that could be generated using the WiSACWIS system and what changes needed to be done to enhance the system in order for these items to be reviewed. This included the development of a measurement package and the creation of software specifically designed to measure many of the Agreement elements.

Work continues to be performed to manage artifact data and other data validation within the system. This data may be the result of system conversions, incomplete data, incorrect data entry, system builds, or other data management related issues. Enhancements to the data system were added as soon as possible to improve the accuracy and consistency of reporting.

NOTE: There are different measurement types used in the Agreement, and it is important to understand how they are calculated in determining a compliance percentage:

- A. Year to Date Average measurement: Many of the settlement measures are established as Year to Date (YTD) Average performance standards.
- B. Annualized measurement: The Maltreatment Rate and Re-Entry Rates are measured over the course of the year – the results provided at the six month point in time are a partial picture as the measure is actually annualized. These are not month-to-month averages; rather they require measurement of several attributes over the course of the year.
- C. Cumulative Total: The section ASFA I.B.3 (children belatedly moving into ASFA compliance) is a cumulative measure – as a child belatedly moves into compliance the measure show cumulative improvement, throughout the course of twelve months.
- D. Monthly Rating Period: Section I.D.2 (caseload size) is measured month to month as a period rating, i.e. each month a total for each site is determined by taking the current months score and averaging the previous two months scores to get a rating for the month.

There are three measures in the Agreement that are based on year-end-data. Specifically, §I.C.1 (children with a substantiated allegation of maltreatment while in Out-of-Home-Care), and §III.C.7 (children reentering OHC in 12 or fewer months of a previous episode) are based on annualized data. These are both measured over a twelve-month period, and final results will be reported in the Period 3 annual report for January – December 2005. The performance standard provided here for the first six months demonstrates year-to-date performance only. §I.B.3 is measured as a cumulative total over a twelve-month period, and again the performance standard provided here for the first six months demonstrates year-to-date performance only. Two of the measures (§I.C.1 and §I.B.3) have been included in the breakout sections of “Meeting or exceeding Period 3 targets” or “Not fully meeting Period 3 targets”. Although these measures have been included in these sections, for year-to-date performance only, it is too early to determine if the BMCW will meet the expected performance standard for this section during Period 3, which can not be calculated until July – December 2005 data becomes available.

I. ENSURING PERMANENCE, SAFETY AND CHILD WELL-BEING

A. In accordance with the settlement agreement, the child welfare outcomes for plaintiff class children and performance measures of child welfare practice improvements are being phased in over three one-year periods beginning January 1, 2003, January 1, 2004 and January 1, 2005, respectively. Those periods are respectively referred to hereinafter as Period 1, Period 2 and Period 3.

B. Permanence

1. The parties will negotiate in good faith as soon as practical with the Milwaukee County District Attorney to ensure adequate legal representation for the prosecution of termination of parental rights (TPR's) petitions, consistent with ASFA requirements.

STATUS: Good faith negotiations completed. Memorandum of Understanding (MOU) executed by BMCW and District Attorney's office on July 28, 2003.

AGREEMENT SECTIONS WHERE THE BMCW IS MEETING OR EXCEEDING PERIOD 3 TARGETS:

The following section includes Agreement elements where the BMCW is meeting or exceeding Period 3 targets. The details of these areas are categorized under the key performance objectives of Permanency, Safety and Well-Being:

PERMANENCY

ASFA – Timeliness of filing TPR or an exception documented for children reaching their 15 of 22 months in Out-of-home Care

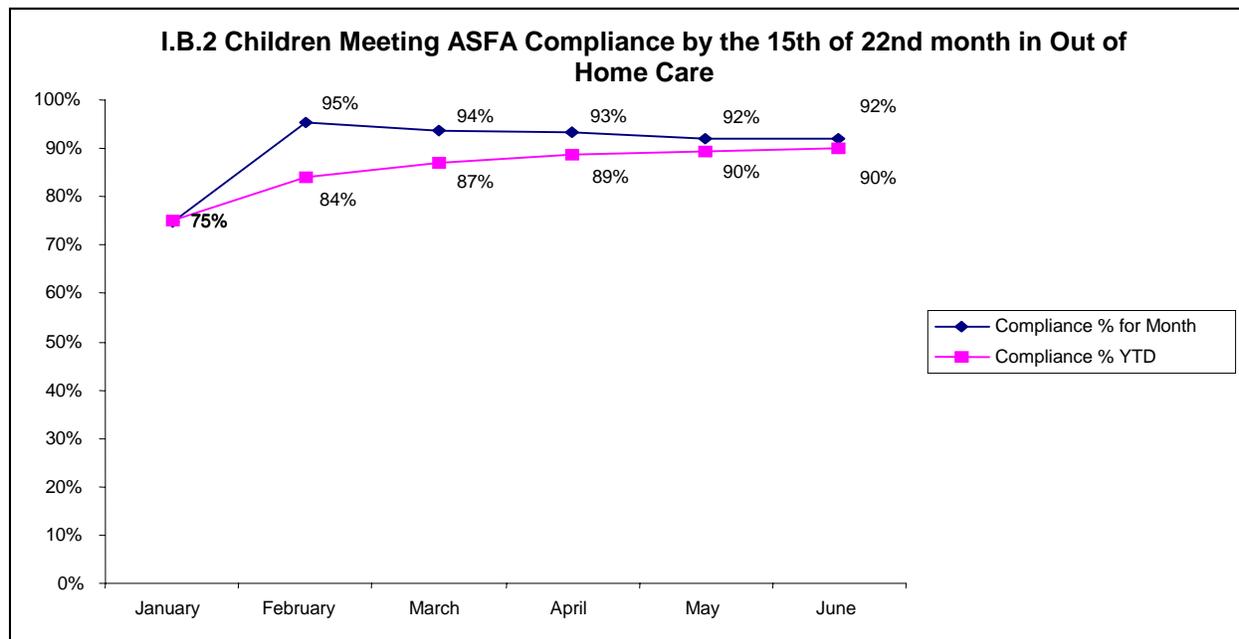
I.B.2 At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a Termination of Parental Rights (TPR) petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care

Period 3 Goal: 90% (or above)

Actual Performance

YTD January – July 2005: 90%

	Number children reaching 15 of 22 months in OHC	Number with available exception or TPR	Compliance % for month	Compliance % YTD
January	79	59	75%	75%
February	66	63	95%	84%
March	65	61	94%	87%
April	75	70	93%	89%
May	87	80	92%	90%
June	95	87	92%	90%



	January – June	July - December	YTD
BMCW Period 1 2003	70%	84%	77% (Jan-Dec)
BMCW Period 2 2004	87%	90%	88% (Jan-Dec)
BMCW Period 3 2005	90%		

DISCUSSION:

The graph above shows the month-to-month and Year-to-Date Average (YTD) performance of the BMCW and its private partner agencies.

The BMCW and its private partner agencies met the Period 3 performance standard of 90%. During the six months of Period 3, 420 (90%) children either had a timely TPR filed or an allowable exception noted by the end of their 15 of 22 months in OHC.

The 47 active children who did not meet compliance with ASFA guidelines will be monitored on a monthly basis, until ASFA requirements for permanence are achieved.

The table below provides information showing how the 420 children from above reached ASFA compliance.

Totals	TPR filed	Placed with a Fit and Willing Relative	Not in Best Interest to TPR
January - June (N)	138	164	118
Percentage of Total	32.9%	39.0%	28.1%

SAFETY

Maltreatment while in OHC – this measure identifies the number and percentage of children who were victims of a substantiated abuse and/or neglect allegation while in an Out of Home Care placement:

I.C.1. No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed.

Period 3 .60% (at or below)

Actual Performance

YTD January – June 2005: .58%

	Jan	Feb	Mar	Apr	May	Jun	YTD
Completed Investigations – Determinations (N)	23	36	41	22	43	27	192
Children Maltreated by FP or agency staff (Substantiated Allegations) (N)	1	2	8	6	3	2	22
Children Entering Care (N)	94	121	106	144	83	120	668
Cumulative Children in OHC (3,151 as of 1-1-05)	3,245	3,366	3,472	3,616	3,699	3,819	*
BMCW Six Month Performance Percentage							.58%

	Period Goal (At or Below)	End of Period
BMCW Period 1 2003	.70%	.57%
BMCW Period 2 2004	.65%	.85%
BMCW Period 3 2005 (January – June)	.60%	.58% (Jan-June)

The percentage was calculated by identifying the number of children in an OHC placement on January 1, 2005, (3,151) and adding all children (668) entering OHC during YTD 2005 (3,819). This total (3,819 – which represents all children in OHC during the year YTD) was then divided into the number of children in OHC who had a substantiated allegation (22) of maltreatment by a foster parent or agency staff during the year, if that substantiation was not reversed on administrative review. The data provided for CY 2003 and CY 2004 reports all substantiated allegations of maltreatment by a foster parent or staff of a facility required to be licensed including substantiated allegations of maltreatment which have been reversed on administrative review. We intend to update these figures for the year-end report, to provide a more accurate comparison between the years.

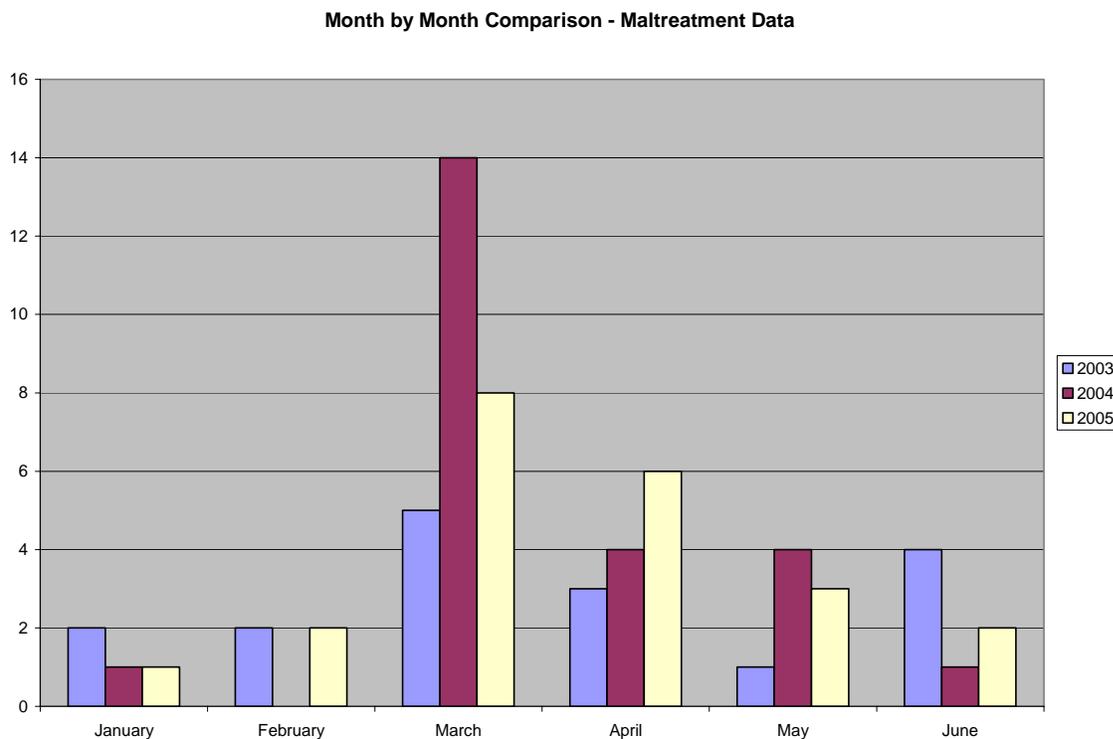
This is measured over a twelve-month period, and final results will be reported in the Period 3 annual report for January – December 2005. The performance standard provided here for the first six months demonstrates year-to-date performance only.

It is too early to determine if the BMCW will meet the expected performance standard for this section during Period 3, which can not be calculated until July – December 2005 data becomes available. As of the end of June, the performance for this area is at .58%, which is slightly below the percentage allowed according to the Agreement. The number of children included in this count is two less than it was for the first six months of 2004 (24) but is five more than the first six months of 2003 (17).

NOTE: The data provided for CY 2003 and CY 2004 in all tables, charts and discussion, reports all substantiated allegations of maltreatment by a foster parent or staff of a facility required to be licensed including substantiated allegations of maltreatment which have been reversed on administrative review.

DISCUSSION:

The graph below shows a month-by-month comparison between Period 1, Period 2 and Period 3 substantiations:



This chart indicates a steady decline in numbers since March 2005. It is unclear why the highest number of substantiations occurred in March during all three reporting periods.

The additional data that is provided below looks at several different elements of the children who were victims of a substantiated Child Abuse and/or Neglect (CAN) allegation (demographic, substantiation types, relationships to maltreater, licensing types and other context data).

The first table compares confirmed substantiated maltreatment in the first six months of period 3 with the numbers for Periods 1 and 2, distinguished by type of maltreatment.

Type of Substantiated Maltreatment	Period 1 (N)	Period 1 %	Period 2 (N)	Period 2 %	Period 3 (Jan – June) (N)	Period 3 (Jan – June) %
Emotional Maltreatment			1	2.4%		
Lack of Supervision			12	29.3%	4	16.6%
Neglect - General Lack of Care	9	29%	10	24.4%	10	41.6%
Other Medical Neglect			2	5%	1	4.2%
Physical Abuse	17	53%	15	36.5%	8	33.3%
Sexual Abuse	6	18%	1	2.4%	1	4.2%
Totals	32	100%	41	100%	24	100%

There were two children in this population whose maltreatment fell under more than one category. Each type of maltreatment is discussed separately to describe the range of maltreatment experienced in foster care. This is why the number for types of maltreatment (24) differs from the number of child victims (22).

The next table compares of the type of substantiated maltreatment and the licensing status of the maltreater (i.e. foster parent, treatment foster parent, or staff at child caring institution).

Relationship to Victim	Type of Substantiated Maltreatment						Grand Total
	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact	
Foster Parent		4	7	1	6	1	19
Treatment foster parent			3		1		4
Staff at child caring insti./other facility					1		1
Grand Total		4	10	1	8	1	24

The above data set broken out by age group shows:

- Children between the ages of 5 yrs to 11.9 years account for the highest number of substantiations with fifteen (62.5%).
- This age group had the highest number and percentage of neglect (20.8%), lack of supervision (16.6%) and physical abuse (16.6%) substantiations.
- None of the child victims was over the age of 16.

The table below provides a look at the children by gender and maltreatment type. Unlike 2004, the number of males was almost twice the number of females (15 or 65%). More than twice as many substantiations involving males were seen for physical abuse (71%) and lack of supervision (75%).

Gender	Type of Substantiated Maltreatment						Grand Total
	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact	
Female		1	5	1	2		9
Male		3	6		5	1	15
Grand Total		4	10	1	7	1	24

Note: there have been no substantiations for emotional maltreatment during this reporting period.

Strategies to address the maltreatment of children:

The BMCW and its partner agencies consider the safety and well being of children to be its primary responsibilities. Efforts to reduce the number of children who experience maltreatment while in foster care are ongoing. In 2004 and 2005, several new or expanded procedures have been implemented. These measures include:

- **Full implementation of the enhanced Independent Investigation Panel process to review allegations of maltreatment in licensed foster homes.** The process is overseen by the Licensing and Support Coordinator at First Choice for Children, a supervisor-level social worker with experience in both licensing and ongoing case management. In the first six months of 2005, this panel has reviewed 28 cases and made recommendations that involve a rang of supports to the foster parents involved, including continuing education, identifying natural supports for foster family, adding or modifying services to child, modifying daycare arrangements, increased monitoring, joint and unannounced home visits.
- **All referrals to BMCW Intake regarding foster parents are analyzed by the Coordinator and appropriate response selected. The Licensing and Support Coordinator at First Choice for Children is also providing follow-up to assure that recommendations are implemented and documented.** During the first six months of Period 3, 123 screened in and 32 screened out referrals were received (excludes providers other than those licensed by FCFC).

- **Instituted post-substantiation debriefing procedure.** All substantiations are staffed with 2 FCFC managers to identify learning opportunities (e.g., early warning signs missed). 11 such debriefings have been held to date.
- **Strengthened foster family emergency plans.** Each foster family has a support plan aimed at identifying their needs in relation to the children in their care. Each support plan also includes an emergency plan specifying the actions to be taken in case of a family emergency or a crisis with a child. Creating a plan, including who is to be contacted for help and support, works to make maltreatment precipitated by crisis less likely. This plan is updated every 90 days or when a change takes place in the home (i.e., a new child is placed).
 - LSS has recently undertaken a Support plan improvement initiative aimed at strengthening and better customizing support plans. The initiative will begin with staff training, which will occur in 4 stages:
 1. Managers and supervisors develop a support plan training tool that defines what information should be included in each section—complete
 2. On-line training of all staff in support plan purpose, procedure, key deadlines and proper content (training tool)—to begin July, 2005
 3. All-staff discussion covering questions asked during on-line training, underscoring key ideas—immediately following on-line training
 4. Individualized coaching of staff by supervisors in team meeting with follow-up in weekly supervision—immediately following all-staff discussion and routinely thereafter
 - Quarterly auditing of a sample of support plans by LSS to begin no later than September. Audit criteria will include timeliness, completeness (including all relevant items from training tool), clarity, appropriateness to family situation and evidence of follow through.
- **Collaboration with Ongoing Case Management agencies in creating a crisis prevention plan for children entering placement.** Within the first week of a new placement, Ongoing Case Managers and Licensing Specialists conduct a joint home visit with the foster family.
 - Additionally, LSS has established a practice of holding Placement Stabilization Meetings prior to each new placement. Participants and this meeting include licensing and ongoing staff and supervisors as needed. Potential behaviors or issues that may stress the foster family's capacity to nurture the child and/or maintain the placement are identified at this meeting. Appropriate services and/or support are also identified.
 - Plans are in place to expand this process to include quarterly follow-up meetings. At these meetings, the placement will be reviewed, including discussion of any new or continuing issues, the effectiveness of services, foster parent support needs, etc.
- **Intensified focus on monitoring foster families' disciplinary practices.** OHC Licensing Specialists are continuing to use a standard home visit checklist to guide monitoring activities at each home visit, and has required observation of foster parent/child interaction during at least one home visit per quarter. Included on the checklist is a discussion of discipline. LSS Supervisors will be conducting periodic reviews of staff home visiting records for compliance and quality of documentation.

- LSS has also made structural changes geared toward providing more intensive assessment of new homes and customized support to relative homes. Both initial licensing and relative units fully operational. Relative unit has more clearly established the understanding that relatives are held to the same standards and expectations as non-relative families.

- LSS has assumed responsibility for the day-to-day management of foster parent training, which was previously subcontracted. This change will allow for additional feedback regarding potential foster parents' understanding of, and willingness to comply with, rules governing discipline in foster homes. Following the completion of each of the 12 pre-service training sessions, instructors will share significant observations about participants' strengths and weaknesses with initial licensing specialists. Instructors will give particular attention to participants' understanding of the effects of abuse/neglect on child development and behavior, the purpose of discipline and age appropriate techniques, appropriate supervision, and any other topics that bears on a participants' ability and willingness to maintain a safe environment. Additionally,
 - LSS has continued to expand the breadth of training available to both staff and foster parents. Recent (1st and 2nd quarter) offerings have included: Understanding juvenile depression; ADHD in school-aged children; Responding to physical and verbal aggression; Parenting sexually traumatized children; and Dealing with sexually aggressive youth. Topics planned for the remainder of 2005 include: Supervising children at each stage of development; Fostering sexualized children (companion training to that provided to staff in 2004); and Love and Logic (a comprehensive approach to discipline for children of all ages).
 - In partnership with the Youth Works Learning Center of UWM Extension, an 11 week intensive training on parenting teens will be offered to teen providers
 - "Advanced" versions of key pre-service modules including Discipline, Attachment, Interacting with Birth Families and the Effects of Care giving on the Family are being prepared. Train-the-trainer scheduled for early August. Training to be offered in late 2005 and 2006.

- A workgroup focusing on maltreatment concerns in Treatment Foster Care has been convened and is in the final stage of agreeing on a series of action steps that must be taken to address maltreatment concerns at all levels.

Timeliness of Referrals from the BMCW Intake unit to the Independent Investigative Agency

I.C.2. At least the following percentage of reports within the period alleging abuse or neglect of a child in BMCW custody shall be referred to the independent investigation agency for independent investigation within three business days.

Period 3 90% (or above)

Actual Performance

January – June 2005: 98.7%

	Jan	Feb	Mar	Apr	May	Jun	YTD
Actual Number of reports requiring Independent Investigations during period	31	38	39	37	32	46	223
Number referred to Independent Investigations Agency within 3 business days	30	38	38	36	32	46	220
BMCW % (PIT)	96.8%	100%	97.4%	97.3%	100%	100%	98.7%

*PIT – Point In Time – data collected at the end of each month

	January - June	July – December	YTD
BMCW Period 1 2003	99.6%	100%	99.8%
BMCW Period 2 2004	99.2%	99.5%	99.4%
BMCW Period 3 2005	98.7%		

The BMCW exceeded this expected performance standard. Between January and June of 2005 there were 223 reports that required an independent investigation. Of that total, 220 (98.7%) were referred by the BMCW Intake unit to the Independent Investigation contract agency (Community Impact Program) within three business days.

As the data above indicate, the BMCW has met or exceeded the Period 3 performance standard of 90% for all five semi-annual (six month) periods to date.

Timeliness of the Independent Investigation Agency assigning the referral from Intake to an Independent Investigator

I.C.3 At least the following percentage of reports referred for independent investigation within the period shall be assigned to an independent investigator by the independent investigation agency within three business days of the independent investigation agency’s receipt of the referral from BMCW.

Period 3 90% (or above)

Actual Performance
January – June 2005: 100.0%

	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of referrals to Independent Investigations Agency	30	38	40	36	33	46	223
Number Assigned within three business days	30	38	40	36	33	46	223
BMCW % (PIT)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%

	January - June	July - December	YTD
BMCW Period 1 2003	98.9%	100%	99.6%
BMCW Period 2 2004	99.6%	100%	99.8%
BMCW Period 3 2005	100.0%		

Between January and June 2005, 100% of all reports (223) were assigned to an independent investigator within three business days.

This monitoring measures the timeliness of the independent agency in assigning referrals within three business days of receiving them.

The BMCW and Community Impact Program are meeting this expected performance standard. As the data indicate, the BMCW has met or exceeded the Period 3 performance standard of 90% for all five semi-annual periods to date.

Timeliness of the Independent Investigative Agency to complete the Independent Investigation once assigned to an Investigator

I.C.4. The determination required by section 48.981(3)(c)4. of the Wisconsin Statutes must be made within 60 days of receipt of the referral by the independent investigation agency in at least the following percentages of independent investigations referred by BMCW.

Period 3 90% (or above)

Actual Performance

January – December 2005: 100%

	Jan	Feb	Mar	Apr	May	Jun	YTD
Total number of determinations due to be completed for the period	23	36	41	22	43	27	192
Number of determinations completed within 60 business days during the period	23	36	41	22	43	27	192
BMCW % (PIT)	100%	100%	100%	100%	100%	100%	100%

	January - June	July - December	YTD
BMCW Period 1 2003	96.7%	98.5%	97.6%
BMCW Period 2 2004	98.8%	97.8%	98.1%
BMCW Period 3 2005	100%		

The BMCW and its Private partner agency exceeded the performance standard for completing Independent Investigations within the required time frame. Of the 192 completed during the period, all 192 (100%) were completed within 60 days of receipt of referral.

Timeliness in completing independent investigations has been consistent over the past 2.5 years. As the data indicate, the BMCW has met or exceeded the Period 3 performance standard of 90% for all five six-month periods to date.

WELL-BEING

Caseload Size for Ongoing Case Managers

I.D.1. BMCW shall ensure that ongoing case managers have caseloads not to exceed an average of 11 families per case-carrying manager per site. Compliance with this requirement at any given point in time shall be measured by averaging each site's current monthly caseload average with the corresponding Site averages for the preceding 2 months.

I.D.2 The above provision shall be phased in incrementally and shall be fully effective by January 1, 2004, but not enforceable until April 1, 2004. During the phase-in period, commencing January 1, 2003, no Site shall have average caseloads of over 13 families per case-carrying ongoing case manager.

	Jan 05 (Nov 04 – Jan 05)	Feb (Dec 04 – Feb05)	Mar (Jan – Mar)	Apr (Feb – April)	May (Mar – May)	Jun (Apr – Jun)
Site 1 (CFCP)	9.4	9.6	9.7	9.7	9.6	9.6
Site 2 (CFCP)	8.9	9.0	9.3	9.8	10.2	10.4
Site 3 (CFCP)	9.7	9.8	9.9	9.9	9.9	9.6
Site 4 (La Causa)	9.3	9.2	9.2	9.2	9.5	9.9
Site 5 (CFCP)	12.7	12.3	10.5	9.8	9.8	9.5
BMCW	9.8	9.8	9.7	9.7	9.8	9.8

The overall BMCW average has been under the established level each of the first six months. During the first six months of Period 3, four sites met compliance for all six months, and one site met compliance in four of the six months. At the start of 2005 Site 5 formulated a plan of action to address and reduce the worker to family ratio (and Ongoing Case Manager turnover). Site 5 met compliance for the four months March through June, following December 2004 when their monthly average was 15.4. Site 5 also had caseload averages higher than 11 families for the first two months of period 3, but decreased from the December 2004 average.

For the purpose of the calculation, mentors who are carrying cases (a reduced caseload compared to Ongoing Case Managers) or a supervisor who may temporarily be carrying a case, have not been included in the average so that the results alone directly reflect the Ongoing Case Managers with an active caseload. The mentors have lower caseloads because they have other duties and responsibilities, and to include them, it might artificially reduce the average caseload numbers at each site. Even though the mentors are not included in the measurement, the cases that they carry are included in the overall average.

Average number of family cases per Ongoing Case Manager

	June (Point in Time)	December (Point in Time)	YTD
BMCW Period 1 2003	10.2	9.9	9.6
BMCW Period 2 2004	9.7	9.5	9.6
BMCW Period 3 2005	9.8		

The data in the tables below show by site and by month the average rating (average number of family cases per worker over three month period) of cases per Ongoing Case Manager during January through June 2005:

Site 1 (CFCP)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 04'	398	42	9.5	
Dec 04'	408	45	9.1	
January 05'	436	45	9.7	9.4
February	441	44	10.0	9.6
March	447	47	9.5	9.7
April	434	45	9.6	9.7
May	439	45	9.8	9.6
June	429	46	9.3	9.6

Site 2 (CFCP)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 04'	341	37	9.2	
Dec 04'	340	40	8.5	
January 05'	366	41	8.9	8.9
February	381	40	9.5	9.0
March	378	40	9.5	9.3
April	389	37	10.5	9.8
May	388	37	10.5	10.2
June	391	38	10.3	10.4

Site 3 (CFCP)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 04'	447	47	9.5	
Dec 04'	449	47	9.6	
January 05'	440	44	10.0	9.7
February	444	45	9.9	9.8
March	449	45	10.0	9.9
April	443	45	9.8	9.9
May	439	45	9.8	9.9
June	444	49	9.1	9.6

Site 4 (La Causa)

	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 04'	366	40	9.2	
Dec 04'	365	39	9.4	
January 05'	355	38	9.3	9.3
February	352	40	8.8	9.2
March	368	39	9.4	9.2
April	374	40	9.4	9.2
May	391	40	9.8	9.5
June	384	36	10.7	9.9

Site 5 (CFCP)

	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 04'	384	35	11.0	
Dec 04'	386	25	15.4	
January 05'	340	29	11.7	12.7
February	323	33	9.8	12.3
March	309	31	10.0	10.5
April	317	33	9.6	9.8
May	321	33	9.7	9.8
June	322	35	9.2	9.5

**BMCW
All Sites**

	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 04'	1936	201	9.6	
Dec 04'	1948	196	9.9	
January 05'	1937	197	9.8	9.8
February	1941	202	9.6	9.8
March	1951	202	9.7	9.7
April	1957	200	9.8	9.7
May	1978	200	9.9	9.8
June	1970	204	9.7	9.8

Face-to-Face Contact – Expected Performance Levels

I.D.3. By January 1, 2003, and thereafter for the duration of this agreement, BMCW will include a contract holdback provision in its BMCW site case management contracts for each BMCW case management site that will impose a sufficient holdback on each site that does not meet 90% compliance with monthly face-to-face visits of children in BMCW custody by their case manager.

The Ongoing Case Management contract for each site identifies a performance incentive for achieving the BMCW performance standard of 95% compliance with monthly face to face visits.

Face to Face Contact – By Site Performance Levels

I.D.4. BMCW will enforce the monthly face-to-face visit holdback provisions in case of noncompliance for months beginning with July 2003.

Period 3: 90% (or above)

Actual Performance

January – June 2005: 97%

	Site 1 (CFCP)	Site 2 (CFCP)	Site 3 (CFCP)	Site 4 (LaCausa)	Site 5 (CFCP)	Monthly BMCW	YTD
January	98%	98%	97%	95%	95%	96%	97%
February	97%	98%	98%	98%	95%	97%	97%
March	98%	97%	97%	97%	97%	97%	97%
April	97%	98%	98%	98%	96%	97%	97%
May	97%	98%	97%	98%	95%	97%	97%
June	97%	96%	96%	98%	95%	96%	97%

Face-to-Face Contacts with Children:

	January to June	July to December	YTD
BMCW Period 1 2003	84%	96%	90%
BMCW Period 2 2004	97%	97%	97%
BMCW Period 3 2005	97%		

** The Settlement Agreement requires 90% compliance for this section. Through the contracts, the BMCW established a higher performance level than the Agreement, permitting a contractor to earn a performance incentive only if they were at 95% compliance or above.

The percentages in the first table above represent each site’s monthly performance. All sites met the Agreement’s performance expectation throughout the first six months of Period 3 and also met the BMCW established performance level of 95% monthly.

The BMCW and its private partner agencies met the performance standard of 90% for the fourth consecutive six-month period.

The tables below provide the additional descriptive data regarding monthly face-to-face site-specific information for the period January 1, 2005 - June 30, 2005:

Site 1 CFCP	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	743	18	98%	
February	756	23	97%	97%
March	786	12	98%	98%
April	760	20	97%	98%
May	758	21	97%	98%
June	766	26	97%	97%

Site 2 CFCP	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	586	14	98%	
February	613	13	98%	98%
March	623	18	97%	98%
April	629	12	98%	98%
May	593	15	98%	98%
June	572	24	96%	97%

Site 3 CFCP	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	600	16	97%	
February	603	15	98%	97%
March	644	19	97%	97%
April	600	15	98%	97%
May	605	20	97%	97%
June	588	27	96%	97%

Site 4 LaCausa	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	536	30	95%	
February	554	11	98%	96%
March	577	15	97%	97%
April	582	12	98%	97%
May	606	12	98%	97%
June	603	13	98%	97%

Site 5 CFCP	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	444	23	95%	
February	437	24	95%	95%
March	482	13	97%	96%
April	451	21	96%	96%
May	474	24	95%	96%
June	461	25	95%	95%

Totals of all Sites January - June 2005

BMCW	*Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	2909	101	96%	
February	2936	86	97%	96%
March	3112	77	97%	97%
April	3022	80	97%	97%
May	3036	92	97%	97%
June	2990	115	96%	97%

*During any given month, on average, there may be several hundred children who are not part of the universe (or computation of data) of children included for face-to-face contact. This group includes but is not limited to, children who reside in an out-of-state placement (children placed in other states are seen by the local agency in that state/jurisdiction), children in non-contiguous counties, or children who may be on an extended vacation with their foster family (for the duration of the month). It also includes children under the jurisdiction of other states who, for the best interest of the child, live in Milwaukee County. The BMCW provides courtesy supervision for these children.

Placement Stabilization/Assessment Centers and Receiving Homes

D. 5. The use of shelter placements shall be phased out entirely.

The BMCW phased out all shelter placements by December 31, 2003

D. 6. By December 31, 2003, and thereafter, no child shall be placed in a shelter.

The BMCW no longer uses shelters as a placement for children

BMCW successfully phased out the use of temporary shelters with the development and implementation of the Assessment/Stabilization Center program and Assessment Homes, as of December 31, 2003.

The Adolescent Assessment Centers were designed to provide a short-term, home-like atmosphere for youth 12 years of age and older entering out-of-home care for the first time. Assessment Family Homes are designed for children under age 12. Placement Stabilization Centers are for youth who are experiencing a disruption in their current OHC placement. When a child is placed in a Home or Center, that placement counts towards his/her total number of out-of-home-care placements.

Assessment Centers and Placement Stabilization Centers are required to provide individual and group programming, individualized assessments, direct supervision, and transportation to medical appointments and school of all children in their care. The individual assessments of the children assist BMCW in better serving the children in our custody as well as matching their needs with the best possible resource that will meet their needs.

During the period, January through June 2005, the following centers were in operation:

NAME OF CENTER	CAPACITY
My Home Your Home Stabilization Center	8 males
St Charles 9A Stabilization Center	8 males
St Charles 9B Stabilization Center	8 males
STAGES Stabilization Center	10 females
Bridges of Tomorrow Assessment Center	8 females
LSS Assessment Center	8 females
Your Children Our Children Assessment Center	6 males
St Charles Girls Center	6 females

Effective June 30, 2005, St. Charles, which had been operating both centers at a loss, closed one stabilization center unit based on determination that utilization did not justify the costs to operate both units. The BMCW Out-of-Home Care unit at First Choice For Children is currently developing a detailed analysis of center utilization to determine the best course of action for replacing or adjusting to the loss of the St. Charles unit.

I.D.7 By December 31, 2003, the BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days or 60 days if the placement is extended in accordance with applicable state law.

The BMCW successfully met the first part of section I.D.7 with the development and implementation of the Assessment Centers.

The following is detailed information regarding children placed in Assessment and Placement Stabilization Centers during the period January through June, 2005:

- Total # of placement episodes in centers 548
- Total # of children placed in centers 392

Legal status of the Child in Need of Protective Service (CHIPS) petition/order has a direct impact on the length of stay in an Assessment Center and Placement Stabilization Center. By statute adolescents who are "Pre-disposition" (under a Temporary Protective Custody order and the disposition of the CHIPS petition is pending) may be placed in an Assessment Center for 30 days per episode and two 15-day extensions may be requested. The adolescent may not stay in an Assessment Center longer than 60 days per episode. By statute adolescents who are "Post - disposition" (under an active CHIPS order) may be placed in a Placement Stabilization Center for no more than 20 days per episode.

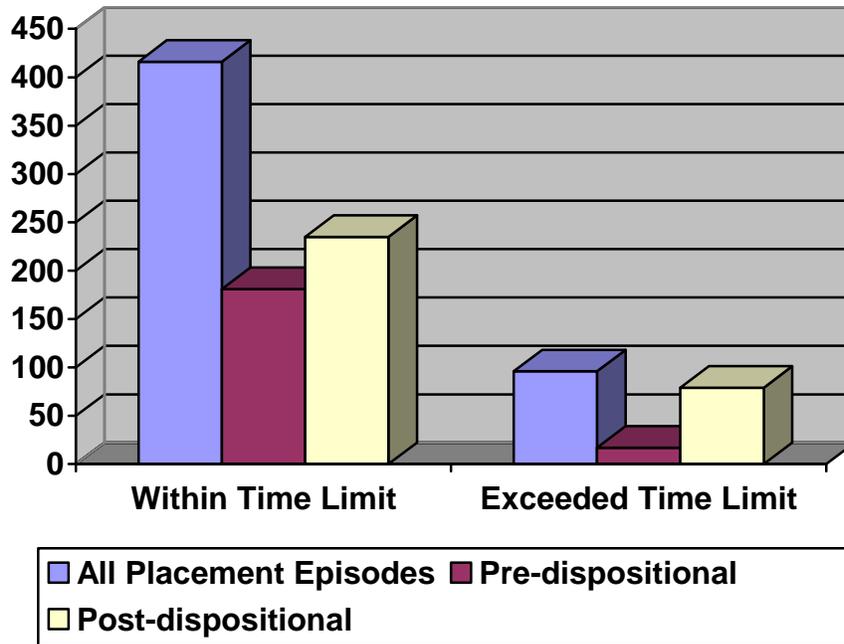
The BMCW is monitoring the length of stay of all children. We continue to be challenged to identify quality homes and placements to care for adolescents, particularly for children who present with significant behavioral issues. Children are experiencing multiple placement episodes in the centers due, in most part, to AWOL (absent without leave or running away), but also due to short-term stays in detention and mental health inpatient facilities, as well as disruptions in subsequent placements. Approximately 51% of the children discharged from Placement Stabilization Centers were discharged to a Higher Level of Care Placement (Treatment Foster Care, Group Home, and Residential Child Care). These issues impact the child's length of stay. Finding appropriate placements for children who are chronic runaways, or older children who are resistant to a foster home placement, or for children who have significant behavioral or emotional issues is difficult. It may take more time to locate a Foster Home, Treatment Foster Home, Group Home or Residential Care Center for the child, possibly because of his/her more extensive level of needs.

As of June 30, 2005, the following data pertains to children who have had at least one placement episode in a center and who have been discharged:

Time Limit by legal status

	All Placement Episodes	Pre-dispositional	Post-dispositional
Within time limit	416 (81%)	181	235
Exceeding time limit	96 (19%)	17	79

The BMCW was in compliance for 81% of all discharged placement episodes.



Breakdown of # of Children and # of Placement Episode(s):

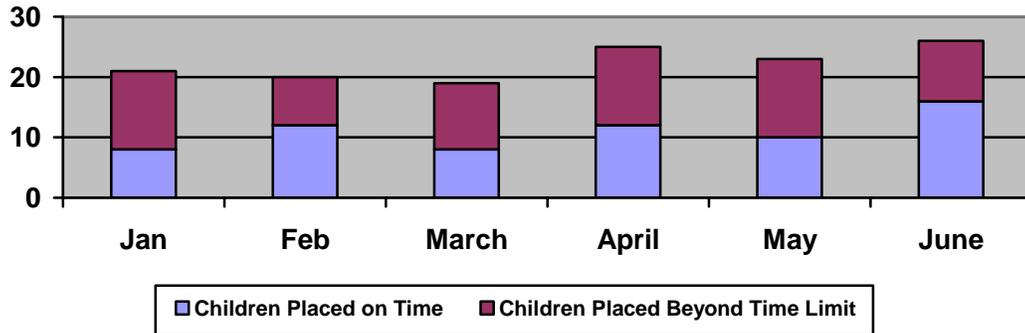
# of Placement Episodes	# of Children
1	222
2	57
3	22
4	10
5	5
6	2
7	2
11	1
TOTAL	321

The following is a detailed breakdown regarding length of stay in the stabilization centers for the period January through June, 2005:

Children Discharged from a Stabilization Center by legal status and time limit

	# of Children	Pre-dispositional	Post-dispositional
Within time limit	72 (54%)	42	92
Exceeding time limit	62 (46%)	9	53

**Children Discharged from a Stabilization Center
(not AWOL, detention, inpatient)**



The following data suggest that a significant number of children were discharged to a higher level of care placement. There may be more difficulty completing timely placement in a higher level of care facility, especially within the post-dispositional time limit of twenty days. The process includes a request for and approval at central staffing, identification of a facility that can meet the needs of the child, and pre-placement visits to help the child prepare for the new placement. Further analysis and evaluation is needed to fully understand the movement of this population and to determine if additional and/or alternative resources are needed to better address the needs of these children.

HIGHER LEVEL OF CARE (HLOC):

	Total		
Total Children Discharged	134		
Children Discharged to HLOC	69	Within Time Limit	29 (42%)
		Beyond Time Limit	40 (58%)

The BMCW has implemented targeted strategies to reduce the length of stay in the centers. A general recruitment effort update for this period follows:

Foster Home Recruitment Efforts

During the 1st and 2nd quarters of 2005, Targeted Recruitment efforts have indicated the following: there were multiple recruitment campaigns such as 1) advertising in targeted areas, 2) phone bank at Fox 6 TV, 3) general population ad campaigns; 4) inserts in the *Milwaukee Journal-Sentinel* and other community newspapers; and 5) public service ads on TV. The results are:

- 11.8% increase in requests for licensing information, compared to the same time period in 2004. 1,468 individuals requested information in 2005 compared to 1,295 in 2004.
- Of the 1,468 requests received, 491 (33.4%) individuals attended a Foster Care orientation. This is a 14% increase in orientation attendance. Increased interest resulted in additional Saturday orientation sessions.
- Of the 491 who attended an orientation, 340 submitted an application to become a licensed Foster Home.

- Of the 340 who submitted an application, 117 (34.4%) families have become licensed foster homes and 183 (53.8%) are in the process of being licensed.

The BMCW also has increased support and crisis services for existing foster parents to try and minimize placement disruptions. FCFC has developed a support plan template and will roll out a three-stage staff training program in July, 2005. Beginning in August, FCFC will implement a support plan quality auditing procedure, including random auditing by supervisors to focus on individualization of support plans, including key indicators of child well being.

During the second quarter of 2005, FCFC began convening Placement Stabilization meetings with Ongoing staff at the time of placement in a foster home. These meetings involve identification of potential threats to placement stability and proactive response to them. Plans are underway to extend the Placement Stabilization meeting process to include quarterly meetings for the duration of the placement.

In addition, an initial meeting was held with Treatment Foster Care (TFC) agencies during this period to discuss BMCW service delivery philosophy and system of accountability. As a result, four work groups were formed to make recommendations for improvement regarding placement stabilization/disruption, response to allegations of maltreatment, referral/matching and TFC parent training. Recommendations will be finalized in the 3rd quarter of 2005.

Assessment Homes

The following information shows progress being made regarding Assessment Homes during January through June 2005, by the BMCW in collaboration with Lutheran Social Services - First Choice for Children:

- **Goal** - Increase the number of Assessment Home beds;
 - Target: Identify a total of 50 Assessment Home beds
 - Result: 49 beds are currently available (24 homes)
 - Target: Identify at least five Assessment Homes able to take sibling groups of 4 - 6 children and specializing in medically needy children
 - Result: Four homes are now licensed to take four or more children (one of these homes is able to take a sibling group of five and another home is able to take a sibling group of six)

Due to an increase in children ages 5-11, presenting with more challenging behavioral health issues, First Choice for Children has experienced difficulty maintaining the number of assessment homes.

- **Goal** - Develop foster parent skills (for assessment homes and general foster homes) in dealing with children's most common and prevalent medical and behavioral needs.
 - Target: During foster parent orientation sessions, add information on specific, common medical needs (e.g. Attention Deficit and Hyperactivity Disorder (ADHD), asthma and depression) and common behavioral needs (e.g. physical and verbal aggression) to prospective foster parents and develop training on these topics for existing foster parents

- Results: Orientation was enhanced to address possible behavioral/medical needs of children entering care, types of behaviors children may display and how foster parenting may require skill beyond experience with birth children. During the first and second quarters of 2005, the following topics were enhanced for foster parent training: Introduction to ADHD, De-escalation techniques (for verbally and physically aggressive children), Introduction to Oppositional Defiant Disorder and Communication/Problem solving with children and teens, Infant Care (SIDS avoidance, medication, preparing for pediatrician visits, pre- and post-immunization care), Infant/Child CPR, Infant/Child First Aid (including universal precautions).

Planning underway for fourth quarter training offerings include: Youth Works Learning Center's (UWM Extension) 11 week course for foster parents caring for teens, 7 week course in Love and Logic (comprehensive approach to discipline) to be offered in conjunction with Adoption Resources of Wisconsin, Supervision and Child Development (how to supervise children based on their developmental needs), Parenting Sexualized Children (the foster parent component of training program begun in late 2004 with training for FCFC staff), "Advanced" PACE modules in discipline, effects of care giving on the family, and working with birth families, and Infant Massage classes for caregivers of premature and immune compromised infants.

D. 8. The Division of Children and Family Services shall make its best efforts to seek legislative approval of foster parent reimbursement rates consistent with USDA standards.

The Division of Children and Family Services (DCFS), as required by the Agreement, made its best efforts to seek legislative approval to increase Wisconsin's foster parent reimbursement rates.

The Division of Children and Family Services has met the requirement to seek legislative approval to increase Wisconsin's Foster Parent reimbursement rate. AB 100 (2005-07 budget) signed by Governor Doyle on July 25, 2005 included a 5% rate increase in CY06 (beginning January 1, 2006).

IV. AGREEMENT SECTIONS WHERE THE BMCW HAS NOT MET PERIOD 3 TARGETS:

The data presented in the following section are areas where the BMCW has not fully met the expected performance standard for Period 3 targets:

As with the previous section discussing achieved target measures, these areas are also categorized under the key performance objectives of Permanency, Safety and Well-Being.

PERMANENCE

ASFA - Children who were not in ASFA compliance at the start of Period 3

I.B.3. At least the following percentages of children in BMCW custody more than 15 of the last 22 months in out-of-home care without a TPR previously filed or an available exception previously documented shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case by the end of the period. The percentage is calculated against the baseline of 206 such children at the beginning of Period 3.

This is measured over a twelve-month period, and final results will be reported in the Period 3 annual report for January – December 2005. The performance standard provided here for the first six months demonstrates year-to-date performance only. Because this is measured on a cumulative annualized basis, it is too soon to tell whether or not the BMCW and its private partner agencies will meet the expected performance standard.

* The baseline initially provided in the Settlement Agreement was 1146, but has since been amended to provide the actual number of children out of compliance with ASFA as identified at the start of each Period (January 1st).

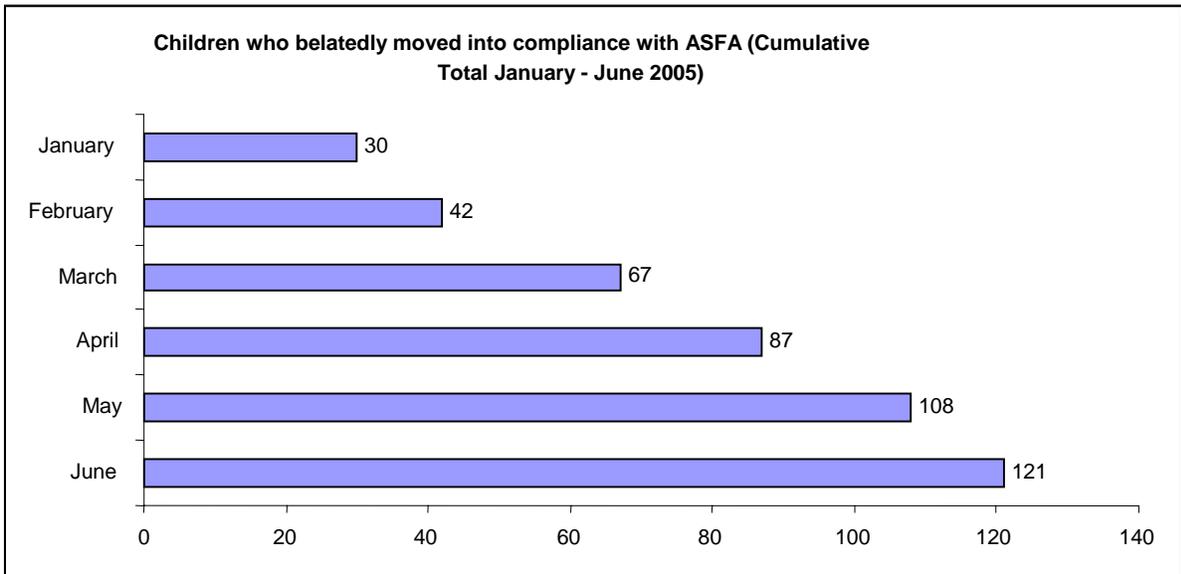
** This section is a cumulative measure – as a child belatedly moves into compliance the measure shows cumulative improvement over the course of 12 months. This measure can not be fully calculated until year end because it is being calculated against the number of children from the start of Period 3.

Period 3 90% (or above)

Actual Performance

January – June 2005: 59%

	Children who “belatedly” moved into compliance with ASFA January – December 2004 (Cumulative Totals by month for 2004 YTD)	Baseline (Non Compliant Beginning of Period)	Point in Time Compliance for period
January	30	206	15%
February	42	206	20%
March	67	206	33%
April	87	206	42%
May	108	206	52%
June	121	206	59%



	January - June (Cumulative Total)	July - December (Cumulative Total)	End of Year (Cumulative Total)
BMCW Period 1 2003	56%	88%	88%
BMCW Period 2 2004	56%	93%	93%
BMCW Period 3 2005	59%		

Discussion:

Section I.B.3 (children belatedly moving into ASFA compliance) is a cumulative measure, not a year to date average, nor an annualized measure. As a cumulative measure, as each child belatedly moves into compliance, the performance data show cumulative improvement throughout the course of twelve months.

As of January 1, 2005 there were 206 children who were not in compliance with ASFA. Through June 2005, 121 children “belatedly” moved into compliance, and 85 children have not yet met compliance. The final compliance measure can not be determined until year end. **The BMCW and its private partner agencies have not yet met the expected performance standard of 90%** for Period 3, but expect to meet this requirement by the end of the year. The BMCW and its private partner agencies have until December 31, 2005 to meet this (and all other) performance standards.

The data in the graph above demonstrate that during Period 3 to date, children who were not in compliance have been moving into compliance or achieving permanence. In the first six-months of Period 3, 59% or 121 of the 206 identified children who did not have a TPR filed or an acceptable exception indicated have “belatedly” moved into compliance. As shown in the table above, this compares favorably to the first six months of Period 1 and the first six months of Period 2.

The table below provides information regarding how the children “belatedly” moved in ASFA compliance, or achieved permanence during the first six months of Period 3.

BMCW Totals January - June 2005	(N)	% of those in belated compliance	% of all children in group
TPR	65	53.7%	30.0%
Relative	22	18.2%	10.1%
Not Best Interest	15	12.4%	6.9%
Reasonable Efforts	0	0.0%	0.0%
Reunified	4	3.3%	1.8%
Transfer of Guardianship	8	6.6%	3.7%
Other	7	5.8%	3.2%

The data presented in the above table illustrate the different ways children who were not in compliance have “belatedly” moved into ASFA compliance. The column “% of those in belated compliance” provides the percentage of the group of children who have “belatedly” moved into compliance. The last column “% of all children in group” provides a percentage of those who “belatedly” moved into compliance compared to the entire group of 206 children.

To date, of the 121 children who have moved “belatedly” into compliance, 53.7% did so by having a TPR filed. This might suggest that as the child approached the 15 of 22 months threshold and were not in ASFA compliance that the TPR process may have been started, but had not yet been filed.

Length of Stay – Length of time a child resides in Out-of-home Care placements

I.B.4. Within Period 3, if the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than 25% of children in BMCW out-of-home care shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5533 children in BMCW out-of-home care.

* This measure, which is a year-to-date average, will not be fully calculated until the year end.

Period 3 25% (at or below)

Actual Performance

YTD January – June 2005: 26% (as calculated against the baseline of 5533)

	Number of children in OHC greater than 24 months	Compliance percentage for month (as calculated against baseline of 5533)	Compliance Percentage YTD (calculated against baseline of 5533)
January	1,477	5,533	27%
February	1,498	5,533	27%
March	1,467	5,533	27%
April	1,374	5,533	26%
May	1,361	5,533	26%
June	1,292	5,533	26%

As the data indicate in the table above, the YTD compliance percentage calculated against a baseline of 5,533 was 26%. The BMCW has made intense efforts to meet the compliance standard for this measure in the first six months of period 3, as measured against the baseline of 5,533 children. This table also summarizes the cumulative average on a month-to-month basis calculating the percentage of children in care 24 months or more during 2005 Period 3 YTD. Permanency for these children was achieved through the active participation of the courts, families and other systems. The BMCW will continue to maintain a focus on developing and implementing opportunities to achieve timely permanency for children.

The BMCW has not yet met the performance standard of 25% for Period 3 but has until December 31, 2005 to meet this performance standard. It is too soon to tell whether or not the BMCW and its private partner agencies will meet the expected performance standard.

	January - June	July - December	YTD
BMCW Period 1 2003	49.6%	38.8%	44.2%
BMCW Period 2 2004	32.1%	28.3%	30.2%
BMCW Period 3 2005	25.5%		

The second table is a comparison of the first and second six months of Period 1, 2 and Period 3. This table illustrates the steady progress made in reducing the length of stay for children in out-of-home care over the last 3 periods (as measured against the baseline of 5533). The BMCW

decreased the percentage of children in OHC for more than 24 months by approximately 24% compared to the first six months of Period 1.

The data below provides information about length of stay by age as of June 30, 2005 for children in an OHC placement 24 or more months. Another way to consider this information is to separate out the children by age group. For instance, there are:

- 72 or 5.6% of the children in OHC 24 months or more are between the ages of 2 and 4.
- 375 or 29% of the children in OHC 24 months or more are between the ages of 5 to 11.
- 498 or 38.5 % of the children in OHC 24 months or more are between the ages of 12 to 15.
- 347 or 26.8% of the children in OHC 24 months or more are 16 years older and older.

Data on length of stay also provides other information about the children who have been in an OHC placement 24 months or more. The table below provides additional insight into the overall length of stay since removal, the length of time children remains in a placement and number of placements.

Age range	Age		Length of Stay (months)		Length of Placement (months)		Number of Placements	
	mean	median	mean	median	mean	median	mean	median
2 to 4 n= 72	3	3	34	31	22	24	2	2
5 to 11 n= 374	8.6	9	66	65	31	23	4	3
12 to 15 n= 497	13	14	85	79	25	12	5	4
16 to 18 n=346	16	17	96	84	24	13	6	5

The data as indicated by the median scores suggest that younger children between the ages of 2 to 11 remain in a placement nearly 2 years, while older children 12 to 18 tend to remain in a placement about 1 year. In addition, the information suggests that younger children have fewer placements than older children. This information may indicate that there are barriers to achieving permanency for younger children unrelated to the length of time a child remains in a placement compared to older children. Older children who tend to have more placements over time have specific challenges to permanency that are not encountered by younger children. (Refer to Placement Stability I.D.9 for greater detail about the type of placements.)

Within the past year the BMCW has taken additional measures to identify barriers to stability and permanency:

All staff from Ongoing, Licensing and Adoptions have received training on the Coordinated Service Team (CST) meetings and the need to focus on permanency with families, caregivers and support services.

Ongoing, Licensing and Adoption staff collaborated in the staffing of 857 children in order to identify barriers to stability and permanency. Cross system strategies to address stability and permanency include:

- Individualizing support plans for foster parents and children
- Improving assessment of and strategies to meet the permanency needs of children
- Addressing issues related to relative adoption
- Additional training for foster parents about challenging behaviors
- Improving the monitoring of CST meeting to ensure that CST meetings are held and that all programs are represented and that foster parents participate at the CST
- Review of permanency hearings and reviews held in Children’s Court

The table below provides information on children who have been in an Out-of-home Care placement 24 months or more and the length of stay in Out of Home Care, length of stay in the Childs current placement, range of LOS in their current placement, the number of placements, and the range of their number of placements (The data in this table was pulled from WiSACWIS in June 2005).

Children in an Out-of-home Care Placement 24 months or more and length of placement in current placement								
N= 1292	Length of Placement (months)		Range (months)		Number of Placements		Range (Placements)	
	mean	median	min.	max.	mean	median	min.	max.
Length of stay (mos.)								
24 to 36 n = 213	15.6	13.3	1	36	3.5	3	1	14
36 to 48 n = 150	16.4	12.7	1	46.6	4.6	3	1	23
48 to 60 n = 126	19.1	11.5	1	56.4	4.9	4	1	26
60 to 72 n = 155	25.3	16.9	1	69.9	4.4	3	1	19
72 to 84 n = 153	35.2	23.6	1	83	4	3	1	17
84 or more months n = 495	33.7	17.1	1	203.3	5.6	4	1	27

*For the children’s “Range in months”, if a child has been in his or her current placement for any period of time one month or less, in this table they are considered as being in the placement for one month

As indicated by the median scores for Length of Current Placement, the data suggest that:

- This sub-group of children has been in their current placement at least 1 to 1.5 years. The average length of placement is higher - 1.25 years to 3 years in their current placement.
 - The median length of placement within the placement range indicates that one half of the children in OHC 24 months or more have been in their current placement below the median score and one half is above it. For example, the 495 children in OHC 84 months or more with a median score for length in current placement 17.1 months and a range of 1 to 203.3 months indicates that 247.5 children have been in

their current placement fewer than 17.1 months and one half have been in their current placement more than 17.1 months.

- The data further suggest that, based on the median score, that the children in an OHC placement 24 months or more have experienced fewer placements. This may imply that there is a level of stability in the current placement.

The table below provides information on the children in OHC 84 months or more and the type and length of placement they are currently residing:

Children in OHC 84 months or more and Placement ratio		%	Length of Placement (months)		Range (months)		Number of Placements		Range (Placements)	
			mean	median	min.	max.	mean	median	min.	max.
Relative Foster Home	145	30.1%	55.6	56.9	1	136.9	2.8	2	1	12
Court ordered Kinship	56	11.6%	16.2	9.3	1	89.9	4.5	3	1	12
Relative	2	0.4%	4%	4	3.2	7.4	4	4	3	5
Non Relative Foster Home	185	38.5%	37.2	23.1	1	203.3	5.3	4	1	26
Non Relative	3	0.6%	5.5	5,5	2.1	22.3	3.6	3	2	5
Treatment Foster Home	55	11.4%	8.4	6.9	1	58.2	9.7	9	1	26
Group Home	25	5.2%	4.9	3.5	1	18.5	14	15	1	27
Residential Care Center	10	2.1%	17.5	5.8	1	69.2	9.7	10.5	1	21

The data suggest that of the total number of children in the selected placements listed in the table above (n=481):

- 203 (42.2%) of children in OHC 84 months or more are placed with a relative caregiver, including relative foster home, kinship and relative placement.
- 188 (38.7%) of children in OHC 84 months or more are placed in a non relative placement, including non relative foster placement and non relative placement.
- 90 (18.7%) of the children in OHC 84 months or more are placed in a higher level of care placement.
- None of the children in OHC 84 months or more are placed in a pre-adoptive placement.

The information also provides insight into the length of time the child has been placed in the specific type of placement. Based on the median scores reported:

- Children placed in relative foster home placement appear to have a greater length of placement than children placed in non-relative placements or higher level of care placements. And, children placed with relatives experience fewer placements.
- Although children in OHC 84 months or more have achieved a level of placement stability as indicated by the length of placement, permanency has not been achieved.

The disparity between the numbers of children (in OHC 84 or more months) placed in relative versus non-relative placements should be looked into to determine what factors are impacting on the stability and permanence for children.

Actual Percentage of Children in an Out Home Care placement 24 or more months

	January 03	June 03	December 03	June 04	December 04	June 04
Children LOS greater than 24 months	2,810	2,413	1,967	1,668	1,534	1,292
Actual number of children in an OHC placement	4,472	3,981	3,489	3,345	3,151	3,044
% of children in an OHC Placement 24 or more Months	62.8%	60.6%	56.4%	49.9%	48.6%	42.4%

*LOS - Length of Stay

Data in the above table show the actual percentage of children in on OHC placement 24 or more months, by six month intervals. This differs from the Agreement measure which is measured against a fixed baseline of 5,533 children. The actual net change in children, who were in OHC 24 or more months from January 2003 to June 2005, is 1,518 children. In January 2003, 62.8% of all children in an OHC placement were in placement 24 or more months compared to 42.4% as of June 2005.

** §I.B.5 This section of the Agreement is inoperative because the guardianship waiver was not obtained before 1/1/03, so the controlling requirement is I.B.4. However, the federal Department of Health and Human Services approved the Title IV-E waiver for the Subsidized Guardianship program in September 2004 for implementation in 2005 in Milwaukee pending state enabling legislation. The Subsidized Guardianship Program is part of a comprehensive Guardianship Permanency Initiative to improve permanency outcomes for children in out-of-home care by promoting the use of permanent legal guardianship as a permanency option. The Subsidized Guardianship program will be operated under a federal Title IV-E waiver to provide ongoing payments to persons becoming legal guardians of children in foster care, similar to the adoption assistance program for children who are adopted. The target population for the program is children placed with relatives who are licensed as foster parents. State enabling legislation to clarify the use of guardianship as a permanency option and establish the program was approved in the 2005-07 budget signed by the Governor on July 25, 2005. The Subsidized Guardianship program will be implemented by September 2005. The Partnership Council in Milwaukee supports the use of the federal waiver and recommends its approval by the legislature.

Reunification within twelve months of placement in Out-of-home Care

I.B.6. Of all reunifications with parents/caregivers, at least the following percentages of children shall be reunified within 12 months of entry into care.

Period 3: 71% (or above)

Actual Performance YTD January – June 2005: 69%

(Annual)	Jan	Feb	Mar	Apr	May	Jun	YTD
C FCP							
Site 1 Reunifications (N)	20	18	14	17	11	10	
Reunified in 12 or fewer months	16	7	7	12	6	6	
Percentage reunified in 12 or fewer months	80%	39%	50%	71%	55%	60%	60%
CFCP							
Site 2 Reunifications (N)	5	10	7	12	19	13	
Reunified in 12 or fewer months	4	6	5	9	11	10	
Percentage reunified in 12 or fewer months	80%	60%	71%	75%	58%	77%	68%
CFCP							
Site 3 Reunifications (N)	16	6	10	9	9	19	
Reunified in 12 or fewer months	14	5	8	5	4	12	
Percentage reunified in 12 or fewer months	88%	83%	80%	56%	44%	63%	70%
La Causa							
Site 4 Reunifications (N)	12	6	13	7	11	12	
Reunified in 12 or fewer months	10	3	11	6	9	5	
Percentage reunified in 12 or fewer months	83%	50%	85%	86%	82%	42%	72%
CFCP							
Site 5 Reunifications(N)	6	9	5	4	9	20	
Reunified in 12 or fewer months	6	6	5	3	9	15	
Percentage reunified in 12 or fewer months	100%	67%	100%	75%	100%	75%	83%
BMCW							
BMCW Reunifications (N)	59	49	49	49	59	74	
Reunified in 12 or fewer months	50	27	36	35	39	48	
Percentage reunified in 12 or fewer months	85%	55%	73%	71%	66%	65%	
BMCW YTD Average		71%	72%	72%	71%	69%	

	January - June	July - December	YTD
BMCW Period 1 2003 - MONITOR ONLY	44%	47%	45%
BMCW Period 2 2004	59%	68%	63%
BMCW Period 3 2005	69%		

* During Period 1, there was no established performance standard; rather this section was "MONITOR ONLY". Period 2 is the first year where there was an expected performance standard (65%).

During the first six months of Period 3, the BMCW and its private partner agencies did not meet the YTD compliance standard (71%) for this performance measure. However, during the first six months of Period 3, the BMCW achieved a performance level of 69%. This represents the fifth straight six-month period where there has been improvement in this measure.

During the first five of the first six-months the BMCW year-to-date average met or exceeded the performance standard. June was the first month that the BMCW and its partner agencies dipped below the year-to-date performance standard.

Discussion:

The following information focuses on the children who have exited out-of-home care and achieved permanency through reunification during the first six months of Period 3. This preliminary comparative data set shows comparable factors between Period 1, Period 2, and the first six-months of Period 3.

	Period 1 January - December	Period 2 January - December	Period 3 January - June
Percentage of children reunified in 12 or fewer months	45%	63%	69%
Percentage of children reunified in 24 or fewer month	61%	77%	80%
Percentage of children reunified in 24 or more months	39%	23%	20%
Children with three or fewer placements at time of reunification	72%	83%	87%
Children with four or more placements at time of reunification	28%	17%	13%
Reunified in 12 or fewer months, age when entered Out-of-home Care:			
0 to 4 years old	40%	44%	44%
5 to 11 years old	33%	33%	30%
12 to 15 years old	21%	16%	20%
16 plus years old	6%	7%	6%
Reunified in 12 or more months, age when entered Out-of-home Care:			
0 to 4 years old	40%	43%	42%
5 to 11 years old	48%	48%	39%
12 to 15 years old	12%	8%	16%
16 plus years old	0% (two children)	1%	3%

The table above shows the distribution of all children reunified in the first six months of Period 3, with comparison information from Period 1 and Period 2:

- The data above show that there has been continued improvement for children achieving reunification within twelve or fewer months of entering out-of-home care from Period 1 (45%), Period 2 (63%) and YTD Period 3 (69%). This has been a 24% increase over the past 2.5 years.

- Additionally, the data reveals that the percentage of children who are reunified within 24 or fewer months have also increased by 19% over the past 2.5 years. During Period 1, 61% of all children reunified were reunified within 24 months of entry into an out-of-home care placement; During Period 2 this increased to 77%, and YTD in Period 3 reached 80%. This increase may imply that a larger percentage of the children who are reunified are being reunified in a shorter period of time year to year.
- Just as a larger percentage of children are being reunified within 12 and 24 months of entry into out-of-home care, the number of children who are being reunified who have had three or fewer placements is also increasing. For all children reunified YTD in Period 3, 87% had three or fewer placements in OHC; this compares to Period 2 where 83% of the children had three or fewer placements and 72% during Period 1. This may indicate that for children who are being reunified, there is starting to be a level of stabilization in placements prior to reunification.
- Overwhelmingly, the data makes clear that for all children reunified in the past 2.5 years, children who were 11 years or younger when they entered out-of-home care (OHC) represent a much larger percentage of the children being reunified. For instance, during Period 1, 77% of the children reunified in twelve or fewer months were eleven or younger at time of entry into OHC; also during Period 1, 88% of the children reunified after 12 months of entry into OHC were 11 or younger at the time they entered OHC. During Period 3 YTD, we see that 74% of the children reunified in 12 or fewer months were 11 or younger at the time of entry into OHC; for children reunified after 12 months in OHC, 81% of the children were 11 or younger when they entered OHC.
- The above data may tend to suggest that reunification as an option of permanency appears to be more frequent for children who were 11 or younger when they entered OHC. However, when comparing the ages of children entering OHC for the past 2.5 years we see that in CY 2003, 76% were 11 or younger; CY 2004, 72% were 11 or younger, and YTD in Period 3, 69% have been 11 or younger when they entered OHC. Therefore, what we appear to see with the ages of children who are reunified may be more directly related to the ages of children entering OHC rather than reunification itself.
- The BMCW and its private partner agencies continue to use the Coordinated Service Teams (CST) process to explore and determine reunification and other permanency alternatives for the child.

Typically the following process occurs:

- Detention Hearing is held (within 2 days) of removal
- A CSCSC meeting is conducted (about 7- 10 days)
(Child Safety Court Services Conference - Includes DA, Attorneys, GAL, social worker, family) - to address safety and what needs to happen for a child to go home; establish visitation
- Services Implementation Hearing is held with a Court Commissioner (about 14 days from detention hearing) – The SIH solidifies the plan from the CSCSC; A primary question at that time asks if all safety issues have been addressed so that the child may be able to go home with services in place to ensure safety?

- Initial Appearance - (within 30 days of Detention Hearing)
Permanency Plan and Court Report Completed; conditions of return are set (for example, what does the BMCW and the family need to do to reunify?)
- Coordinated Service Team (CST) - meets quarterly (or more often, as needed). The CST process develops and updates the Case Plan, reviews progress, services, and explores permanency options
- Permanency Plan Review - every six months the court reviews status of Permanency Plan

The data in the following table provides information regarding the number of CST's conducted by site each month for the first six months of Period 3. The CST process is an important part of the progression of exploring timely permanency options for children (including reunification).

	Jan	Feb	March	April	May	June
Site 1	91	102	115	117	92	95
Site 2	63	67	64	72	53	68
Site 3	101	86	126	98	104	104
Site 4	87	103	77	86	85	90
Site 5	74	69	73	57	59	63
Bureau total	416	427	455	430	393	420

Adoption within twenty-four months of removal

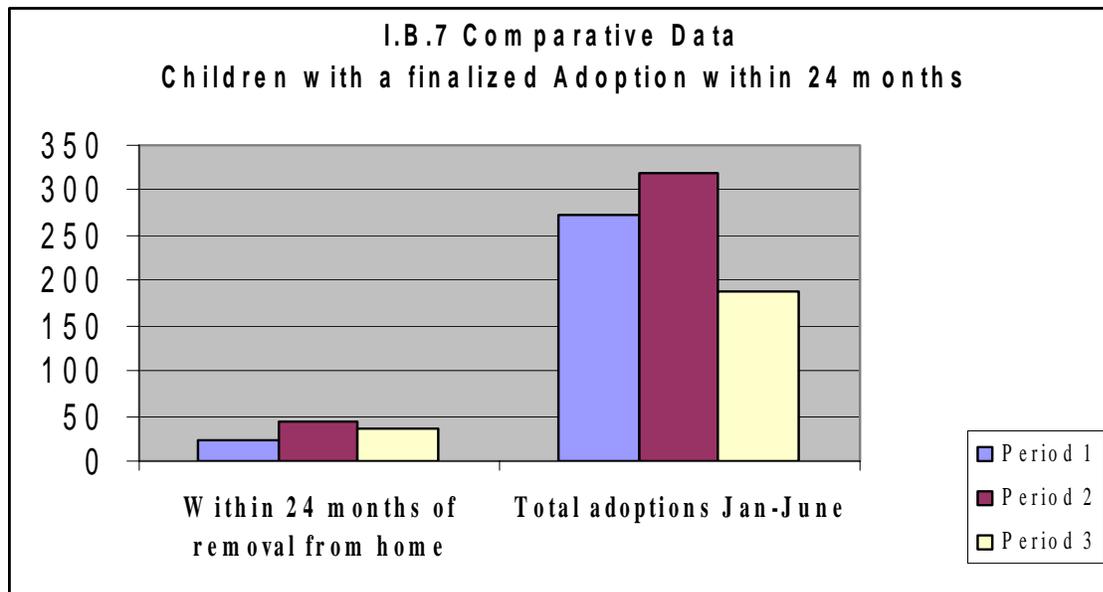
I.B.7. At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care.

Period 3 30% (or above)

Actual Performance

YTD January – June 2005: 20.6%

Time to Adoption	Jan	Feb	Mar	Apr	May	Jun	YTD
24 months or Less	3	1	8	14	9	4	39
Monthly Percentage	11.5%	3.6%	30.8%	29.8%	26.5%	14.3%	20.6%
25 months or more	23	27	17	33	26	24	150
Monthly Percentage	88.5%	96.4%	69.2%	70.2%	73.5%	85.7%	79.4%
Total Number of Finalized Adoptions	26	28	25	47	35	28	189



	January - June	July - December	YTD
BMCW Period 1 2003	8.9%	18.8%	14.2%
BMCW Period 2 2004	13.8%	17.8%	15.5%
BMCW Period 3 2005	20.6%		

BMCW did not meet the Period 3 Performance Standard of 30% or above for this measure. The total number of adoptions for the first six months of Period 3 (189) was significantly lower

than for the same timeframe in Periods 1 and 2. Nevertheless, the percentage of those finalizations which were accomplished within 24 months of the child's entry into out-of-home care has risen consistently over the last 18 months. The percentage meeting this time frame has more than doubled since the first half of 2003.

The tables below show basic data regarding the children adopted during Period 3 and compare it with final data from Period 2 and Period 1:

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
Period 3		39	35	15	14	86
Gender	M	18	15	8	8	46
	F	21	20	7	6	40
Age	0-5	33	23	5	6	2
	6 to 11	1	10	7	6	47
	12 to 15	4	1	3	2	32
	16 plus	1	1	0	0	5

For children who were adopted during CY 2004:

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
Period 2		89	93	83	117	182
Gender	M	42	41	48	60	106
	F	47	52	35	57	76
Age	0-5	75	59	29	32	9
	6 to 11	9	23	39	62	114
	12 to 15	5	9	11	21	51
	16 plus	0	2	4	2	8

For children who were adopted during CY 2003:

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
Period 1		80	93	104	82	233
Gender	M	41	44	45	37	132
	F	39	49	59	45	101
Age	0-5	70	57	55	38	19
	6 to 11	4	27	37	28	143
	12 to 15	3	7	10	14	63
	16 plus	3	2	2	2	8

For the current reporting period, 74.1% (140 children) of the children adopted were age 11 or younger. During period 2, 79.9% (approximately 451 children) of all children who were adopted, were age 11 or younger at the time of their finalized adoption, and during Period 1, the percentage was 81.8% (approximately 478 children). This steady decline indicates that there is more success in finding and processing adoptive placements for older children. Nevertheless, children under the age of two continue to be over-represented in the number of children adopted within 24 months of removal, although by a slightly smaller margin:

Year	# of children adopted within 24 months of removal	# of these children under the age of 2 years at the time of finalization	Percentage
2005 YTD (Jan - June)	39	22	56.4%
2004	87	59	67.8%
2003	80	54	67.5%

Barriers and Delays

An examination of the cases of children adopted in 2005 provides the following information on the length of time that different processes were taking in the adoption process:

- Early filing of a Termination of Parental Rights (TPR) petition correlates with early permanency. Of the 43 children in this sample whose TPR petition was filed within 15 months of removal, 32 (74%) were adopted by the 24 month mark.
- The median time for a TPR to be filed for children adopted in 2005 was 34 months after removal.
- More than 25% of the TPR processes took less than three months. However, for at least 40 children (21%), the TPR process itself took more than a year.
- The granting of a TPR often, but not always, ensures that permanency is near. 40% of the children adopted in 2005 were finalized within 3 months of the TPR (76), and half were finalized within four months. However, 28 children (or 14.8%) were not finalized until a year or more after the TPR had occurred.
- In nine cases, the time that the case was open after TPR was longer than the time to file the TPR petition.

	<3 months	3 to 6 months	6 -12 months	1 to 2 years	>2 years
Removal to TPR filed	4	4	23	39	114
TPR filed to Order Granted	49	48	49	36	4
TPR order to Finalization	76	45	41	23	5

It is not known for all cases what has caused the delays in the TPR being filed and the adoption finalization. The Bureau is currently examining the length of the court process, ways to streamline the home study process, and early implementation of services for children and families.

Strategies to Address Length to Adoption

During Period 3, the BMCW developed and continued corrective action strategies to address the timely adoption of children. The strategies identified included cross-system collaboration to implement efforts to improve not only timeliness, but also information to parents.

Current strategies to finalize adoptions sooner include:

- Site-based Adoption Consultants identify children who potentially may be adopted as early in the life of the case and provide technical assistance to case managers about the adoption process. Currently, Adoption Consultants provide technical assistance early in the case, but further planning is looking into identifying potential children at an even earlier point of time in the life of the case.

- Currently, a joint home study pilot process is underway to expedite completion of the adoption home-study for foster families adopting the foster children in their care.
- In cooperation with the Children’s Court, the BMCW made a one-year commitment to fund a full-time position in 2004 to provide counseling and information for birth parents about the Termination of Parental Rights (TPR) process. The BMCW is also currently funding the position for 2005.
- Currently, focused and specialized attention has been provided to educate relatives about adoption as a permanency option.
- An updated procedure addressing the Bureau's expectations regarding Coordinated Service Team (CST) meetings was released in May, 2005. In-service training was given to all ongoing, out-of-home care and adoption staff. Among the points emphasized at these meetings was the expectation that the Permanency Consultant (formerly called the Adoption Consultant) will be involved in on all cases no later than the second CST meeting.
- Permanency Staffings that identify barriers to adoptions were conducted which specifically targeted relatives.

The following information is provided for review purposes only. The data in the table below shows the involvement of the Permanency Counselor, located at the Children’s Court Center.

2005	Jan	Feb	Mar	Apr	May	Jun
Scheduled meetings	42	54	49	62	3	35
Actual meetings	38	38	36	62	3	24
Court/no meeting	5	10	10	2	8	10
No shows/mtg cancelled	4	6	3	2		5
New referrals	19	14	14	57		14
Appointments scheduled for next month	38	29	31	26	6	10
Meeting Participants:						
Fathers	10	9	12	22		13
Mothers	24	28	25	37	3	14
Children	1					
Mediation/other	5	1				
Voluntary TPRs:						
Fathers	2	2	5	5	1	7
Mothers	7	5	6	7	2	7

WELL-BEING

Placement Stability – Children with three or fewer placements in OHC

I.D.9. At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.

Period 3 90% (or above)

Actual Performance

YTD January – June 2005: 71%

Placements	Jan	Feb	Mar	Apr	May	Jun
Three or Fewer (N)	2,025	2,221	1,998	2,069	2,087	2,047
Percentage	71%	69%	71%	71%	73%	73%
Four or More (N)	823	980	819	842	793	766
Percentage	29%	31%	29%	29%	27%	27%
Total Percentage	100%	100%	100%	100%	100%	100%

The table above provides on a month-by-month basis the number of children who had 3 or fewer and 4 or more placement changes. The 2005 YTD average for 3 or fewer placements is 71%.

During the first six-months, the BMCW did not meet the expected performance standard for Period 3.

The table below summarizes the semi-annual changes in the percentage of children with three or fewer placements and compares the first six months and last six months of 2003, 2004 and the first six months of 2005.

	January - June	July - December	YTD
BMCW Period 1 2003 Performance expectations 80% or above	75%	77%	76%
BMCW Period 2 2004 Performance expectations 82% or above	71%	73%	72%
BMCW Period 3 2005 Performance expectations 90% or above	71%		

The series of tables below provide insight about the 766 children with 4 or more placements by age as of June 30, 2005.

Table 1

N= 766	Age		Length of Stay(months)		Length of Placement(months)		Number of Placements	
	mean	median	mean	median	mean	median	mean	median
0 to 4 n=39	2.6	3	19.8	17	7	4	5	4
5 to 11 n=192	8.6	9	52.5	48	12.6	8	6	5
12 to 15 n=302	13.6	14	75.6	72	11.8	6	8	7
16 to 18 n=233	16.6	17	82.6	76.8	11.5	5.7	8	7

The data also provides information about placement with siblings: 701 of the children with 4 or more placements area member of a sibling group.

Table 2

Age n = 701	Member of a sibling group	Placed with a Sibling	Percent of children placed with a sibling
0 to 4 n= 33	33	9	3%
5 to 11 n = 190	190	84	29.6%
12 to 15 n= 275	275	113	39.8%
16 to 18 n= 203	203	78	27.5%

Additional data provides information about the types of placement children with 4 or more placements currently reside in. The table below provides information by age group the length of stay, number of placements and selective placement type.

Table 3

Age group	0 to 4		5 to 11		12 to 15		16 to 18	
	mean	median	mean	median	mean	median	mean	median
Length of stay	19.8	14.5	52.5	48.1	75.6	71.5	82.7	76.8
Number of Placements	4.6	4	5.9	5	7.9	7	8.4	7
Placement type								
Relative Foster Home	1		22		29		13	
Unlicensed Relative	-		-		-		2	
Kinship court ordered	8		31		34		38	
Non relative Foster Home	25		86		103		73	
Unlicensed Non relative	-		2		-		2	
Treatment Foster Home	3		44		62		35	
Group Home	-		-		31		43	
Residential Care Center	-		3		23		5	
Pre adoptive home	2		4		-		-	

There were 42 children in alternative placements such as detention, youth corrections, assessment center or Placement stabilization centers and/or indicated as AWOL.

When children are placed in an Assessment Home or an Assessment/Placement Stabilization Center, the placement counts toward his/her total number of out-of-home-care placements.

The tables above provide additional data about the children. For example as indicated by the median scores:

- Table 1 may imply that children who experience 4 or more placements and who have a length of stay exceeding 48 months spend less time overall in each placement.
- Table 2 suggests that 41% of children who are members of a sibling group are placed with a sibling.
- Table 3 indicates that of the 724 children represented;
 - More children are placed in a non-relative placement than relative placement
 - 40% are placed in a non-relative foster home compared to 9% placed in relative foster home and 5% placed in a court ordered kinship placement.
 - 33% of the children are placed in a higher level of care setting
 - 19.9% are placed in a treatment foster home, 10.2% are placed in a group home and 4.3% are placed in a residential care center.
 - Less than 1% of the children are placed in a pre-adoptive home.
 - 6 children are placed in a pre-adoptive home are under 11 years of age.
 - No children over 12 are placed in a pre-adoptive placement

Given the information we have on these 766 children, it appears that some who are experiencing rapid and multiple placements, may spend less time in a placement, are less likely to be placed with a sibling or in the home of a relative, may require higher level of care and spend more time in foster care.

V. NAMED PLAINTIFFS

Requirement: BMCW will supply Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody. The parties will engage in monthly good faith discussions concerning the appropriateness of the care and treatment of the named plaintiffs until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody, except that defendants agree to the post-adoption services described below.

BMCW was successful in meeting the requirements regarding the named plaintiffs. During calendar year 2005, the Bureau has continued to maintain open and regular communication with Children's Rights, Inc. Monthly good faith discussions were scheduled and held between the BMCW Director, Chief Legal Counsel for the Wisconsin Department of Health and Family Services, and the Children's Rights lead attorney to discuss the remaining named plaintiff children, including the appropriateness of the care they were receiving, treatment needs, barriers and progress to permanency being achieved. Additional discussions were held, usually by telephone, to discuss individual situations that occurred between the scheduled monthly conference calls to ensure plaintiffs' counsel had current information about each named plaintiff child.

At the beginning of 2005, one of the five named plaintiff children was in an out-of-home care (OHC) placement and remains in an OHC placement. The other four named plaintiffs have been successfully adopted.

Corey H.

BMCW is pursuing the adoption of Corey H. by continuing to work with the foster mother of his current placement while identifying potential adoption resource. All necessary services identified by BMCW will be provided to continue to support his current placement stability as well as once an adoption resource is identified. Additionally, BMCW will ensure that he remains eligible for Title XIX medical coverage post-adoption through an adoption subsidy agreement.

Corey H. resides in a Treatment Foster Home and is currently attending a Milwaukee Public Schools summer school program. He also received weekly counseling. Parental rights of the biological mother were legally terminated in February 2004. Diligent efforts continue to locate a prospective adoptive resource able to meet his emotional and behavioral needs. He participates in Boy Scouts, attended a summer and winter camp and has a formal mentor.

VI. MONITORING

A. The BMCW Program Evaluation Managers (PEMs) will conduct a comprehensive review (such as the review conducted for the second quarter 2000) at least once each period, which shall be made publicly available promptly upon completion.

B. Monitoring of and reporting on all the elements specified in Article I of this agreement shall be conducted by the BMCW PEMs on a semi-annual basis and shall be made publicly available promptly upon completion. At the conclusion of Period 3, monitoring will continue only with regard to Article I requirements that remain unmet and in effect pursuant to IA

C. In addition to reporting on the elements specified in Article I of this agreement, the PEMS shall also monitor and report on the following elements in their semi-annual monitoring reports. The conducting of reviews and the production of reports on these elements by **the PEMS shall constitute compliance with this sub-section. These elements and related findings are not enforceable under this agreement.** The requirement to conduct reviews and to produce reports under this section terminates on December 31, 2005.

Response:

The PEMS, with members of the community, will conduct a Period 3 comprehensive review of BMCW programs. The same programs that were reviewed during the Period 2 Comprehensive Review will be reviewed for the Period 3 Comprehensive Review. The results will be presented during a public meeting on the 2005 Period 3 Annual and July – December 2005 Semi-Annual reports.

The outcomes in the final section of the summary do not have an identified performance expectation standard indicated in the Agreement. They are considered a “monitoring” only status.

WELL-BEING

Timeliness of completing Initial Family Assessments

III.C.1. BMCW provision of an initial family assessment for all children within 90 days of their first placement;

Actual Performance January - June 2005: 95%

	Jan	Feb	Mar	Apr	May	Jun	YTD
Semi-Annual & Annual Family Assessment Data							
Site 1 (CFCP) Family Assessments Due (N)	15	9	19	15	17	10	
Family Assessments Completed within 90 days	15	9	19	14	17	9	
Percentage (Point in Time)	100%	100%	100%	93.3%	100%	90.0%	97.6%
Site 2 (CFCP) Family Assessments Due (N)							
Site 2 (CFCP) Family Assessments Due (N)	12	11	11	15	16	15	
Family Assessments Completed within 90 days	10	11	11	15	16	7	
Percentage (PIT)	83.3%	100%	100%	100%	100%	46.7%	87.5%
Site 3 (CFCP) Family Assessments Due (N)							
Site 3 (CFCP) Family Assessments Due (N)	15	16	7	15	14	10	
Family Assessments Completed within 90 days	15	16	7	15	14	9	
Percentage (PIT)	100%	100%	100%	100%	100%	90.0%	98.7%
Site 4 (La Causa) Family Assessments Due (N)							
Site 4 (La Causa) Family Assessments Due (N)	5	7	7	11	15	15	
Family Assessments Completed within 90 days	5	7	7	11	15	14	
Percentage (PIT)	100%	100%	100%	100%	100%	93.3%	98.3%
Site 5 (CFCP) Family Assessments Due (N)							
Site 5 (CFCP) Family Assessments Due (N)	14	6	3	0	3	12	
Family Assessments Completed within 90 days	13	6	3	0	3	10	
Percentage (PIT)	92.9%	100%	100%	NA	100%	83.3%	92.1%
BMCW – New families entering for OCM services (N)							
BMCW – New families entering for OCM services (N)	61	49	47	56	65	62	
Family Assessments Completed within 90 days	58	49	47	55	65	49	
BMCW Percentage (PIT)	95.1%	100%	100%	98.2%	100%	79.0%	95.0%

	January - June	July - December	YTD
BMCW Period 1 2003	94.5%	98%	96.4%
BMCW Period 2 2004	97.9%	96.6%	97.3%
BMCW Period 3 2005	95.0%		

During the first six months of Period 3, 95% of all Family Assessments were completed within 90 days.

By Site:

- Site 3 (CFCP) and Site 4 (La Causa) each achieved 100% in five of the first six months of Period 3.
- Site 1 (CFCP) and Site 2 (CFCP) each met 100% compliance in four of the six months
- Site 5 (CFCP) accomplished 100% in three of the six months

WELL-BEING

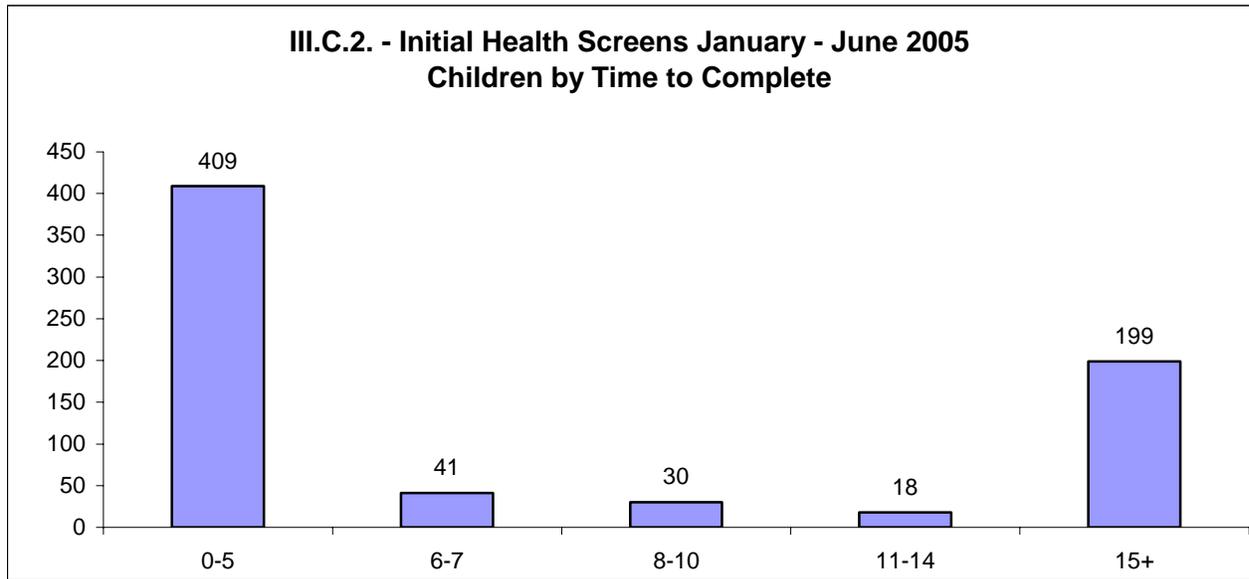
Timeliness of Initial Health Screens for Children Entering OHC

III.C.2. BMCW provision of an initial medical examination for all children within 5 business days of their first placement, except for children discharged from hospital to placement;

	Jan	Feb	Mar	Apr	May	Jun
Site 1 (CFCP) (N)	39	34	29	26	18	43
Within 5 business days	26	15	17	17	14	29
Percentage	66.7%	44.1%	58.6%	65.4%	77.8%	67.4%
Site 2 (CFCP) (N)	20	25	29	40	17	17
Within 5 business days	8	6	10	21	12	10
Percentage	40.0%	24.0%	34.5%	52.5%	70.6%	58.8%
Site 3 (CFCP) (N)	9	28	34	22	11	23
Within 5 business days	3	4	16	13	4	11
Percentage	33.3%	14.3%	47.1%	59.1%	36.4%	47.8%
Site 4 (LaCausa) (N)	12	28	37	39	17	15
Within 5 business days	8	20	26	34	17	12
Percentage	66.7%	71.4%	70.3%	87.2%	100.0%	80.0%
Site 5 (CFCP) (N)	12	5	13	24	17	14
Within 5 business days	7	4	11	17	13	8
Percentage	58.3%	80.0%	84.6%	70.8%	76.5%	57.1%
BMCW (N)	92	120	142	151	80	112
BMCW Completed within 5 business days	52	49	80	102	60	70
BMCW % (PIT)	56.5%	40.8%	56.3%	67.5%	75.0%	62.5%

	January - June (YTD)	July - December YTD)	YTD
BMCW Period 1 2003	44%	68%	58%
BMCW Period 2 2004	82%	71%	76%
BMCW Period 3 2005	59%		

DISCUSSION:



The graph above shows the distribution of children’s Initial Health Screens for the first six months of Period 3. The number of children who had their Initial Health Screen at or after fifteen days is higher for the first six months of Period 3 than the 12 months of Period 2.

The table below shows a distribution by percentage of the completed Initial Health Screens for all of Period 2 and the first six months of Period 3. The percentage of children during the first six months of Period 3 who had a completed Initial Health Screen within five business days decreased when compared to CY 2004 data.

Days to Initial Health screen	2004	Percentage of Total	2005 YTD	Percentage of Total
0-5 Days	999	76.8%	409	58.7%
6-7 Days	125	9.6%	41	5.9%
8-10 Days	26	2.0%	30	4.3%
11-14 Days	12	0.9%	18	2.6%
15+ Days	138	10.6%	199	28.6%

Current efforts to address timeliness of Initial Health Screens include:

- Discussion between the BMCW and CPC to facilitate scheduling and completion of the health screens at the time of detention, when possible
- Follow-up by CPC with the IA staff regarding scheduled appointments

Placement Packet Information Regarding Child’s Health and Educational Background

III.C.3. BMCW provision of a complete placement information packet regarding a child’s health and educational background for a random sample of at least 50 children being placed with a new caretaker;

	June 03	December 03	Period 1 YTD	June 04	December 04	Period 2 YTD	June 05
Site 1 (CFCP) (N)	10	10	20	10	10	20	10
Completed	9	10	19	10	10	20	10
Site 2 (CFCP) (N)	10	10	20	10	10	20	10
Completed	8	10	18	10	8	18	10
Site 3 (CFCP) (N)	10	10	20	10	10	20	10
Completed	8	10	18	10	7	17	8
Site 4 (La Causa) (N)	10	10	20	10	10	20	10
Completed	7	10	17	9	9	18	10
Site 5 (CFCP) (N)	10	10	20	10	10	20	10
Completed	9	10	19	10	2	12	10
BMCW %	82%	100%	91%	98%	72%	85%	96%

A random sample was drawn of 10 cases per site where a child’s placement began on or after January 1, 2005. Each site provided verification that the caregiver received and signed for a copy of the placement checklist (CFS-2238).

The table above presents the results from each six-month period and YTD for Period 1, the results for each six month period and YTD for Period 2, and the results for the first six month period for Period 3. As the data suggest, there was a slight improvement between the Period 2 year end total and the first six months of Period 3. Previously, during the second six months of Period 2, Site 5 was successful with only 2 of the 10 placement packets provided to the new caretaker. During the first six months of Period 3, Site 5 improved to 10 out of 10 for 100%.

Children with an updated annual physical & dental examination

III.C.4. BMCW referral of children in BMCW custody to health care services and utilization of health care services, including regular pediatric medical and dental examinations;

Annual Medical Exams	Jan	Feb	Mar	Apr	May	Jun	YTD % (Jan - June)
Site 1 (CFCP)							
Number of Children in rating period (N)	692	703	706	703	704	685	
Medical Exams Documented (current)	515	536	514	485	467	465	
Percentage (PIT)	74.4%	76.2%	72.8%	69.0%	66.3%	67.9%	71.7%
Site 2 (CFCP)							
Number of Children in rating period (N)	540	548	549	562	564	549	
Medical Exams Documented (current)	416	434	413	391	399	391	
Percentage (PIT)	77.0%	79.2%	75.2%	69.6%	70.7%	71.2%	73.8%
Site 3 (CFCP)							
Number of Children in rating period (N)	572	577	577	565	565	580	
Medical Exams Documented (current)	342	355	366	349	345	357	
Percentage (PIT)	59.8%	61.5%	63.4%	61.8%	61.1%	61.6%	61.5%
Site 4 (La Causa)							
Number of Children in rating period (N)	520	522	507	495	519	529	
Medical Exams Documented (current)	424	434	408	377	396	439	
Percentage (PIT)	81.5%	83.1%	80.5%	76.2%	76.3%	83.0%	80.1%
Site 5 (CFCP)							
Number of Children in rating period (N)	456	454	440	427	428	433	
Medical Exams Documented (current)	253	259	230	217	208	284	
Percentage (PIT)	55.5%	57.0%	52.3%	50.8%	48.6%	65.6%	55.0%
Medical BMCW Percentages (PIT)							
	70.1%	72.0%	69.5%	66.1%	65.3%	69.7%	68.8%

Medical

	June (PIT)	December (PIT)
BMCW Period 1 2003	65%	75.4%
BMCW Period 2 2004	73.1%	77.8%
BMCW Period 3 2005	68.8%	

The Table above shows the percentages by site for the first six months (Period 3) for children who have an updated annual physical exam, and the information was entered in WiSACWIS. The June data state that 68.8% of the children in OHC have an updated annual physical entered into WiSACWIS. When comparing the Point-in-Time (PIT) data for June 2004 to June 2005, the data suggest a decrease of 4.3% for children with updated annual medical exam; three sites had a six-

month average higher than the BMCW six-month average of 68.8%. Site 4 maintained an 80.1% average, Site 2 a 73.8% average, and Site 1 a 71.7% average.

The table below shows data for annual dental examinations by site, for the first six months of Period 3.

Annual Dental Exams	Jan	Feb	Mar	Apr	May	Jun	YTD % (Jan - June)
Site 1 (WCSN)							
Children in OHC 3+ yrs old during Period	610	614	605	603	605	589	
Dental Exams Documented (current)	449	458	430	399	381	373	
Percentage (Point in Time)	73.6%	74.6%	71.1%	66.2%	63.0%	63.3%	68.7%
Site 2 (WCSN)							
Children in OHC 3+ yrs old during Period	481	494	485	489	492	476	
Dental Exams Documented	329	349	344	312	309	286	
Percentage (PIT)	68.4%	70.6%	70.9%	63.8%	62.8%	60.1%	66.1%
Site 3 (IFPI)							
Children in OHC 3+ yrs old during Period	502	505	501	498	495	492	
Dental Exams Documented	243	254	257	240	227	239	
Percentage (PIT)	48.4%	50.3%	51.3%	48.2%	45.9%	48.6%	48.8%
Site 4 (La Causa)							
Children in OHC 3+ yrs old during Period	451	453	441	436	455	453	
Dental Exams Documented	363	369	347	318	319	334	
Percentage (PIT)	80.5%	81.5%	78.7%	72.9%	70.1%	73.7%	76.2%
Site 5 (IFPI)							
Children in OHC 3+ yrs old during Period	397	395	387	380	381	386	
Dental Exams Documented	225	225	210	207	185	229	
Percentage (PIT)	56.7%	57.0%	54.3%	54.5%	48.6%	59.3%	55.1%
Dental BMCW Percentages (PIT)							
	65.9%	67.2%	65.6%	61.3%	58.5%	61.0%	63.3%

Dental

	June (PIT)	December (PIT)
BMCW Period 1 2003	25%	57.4%
BMCW Period 2 2004	62.1%	72.7%
BMCW Period 3 2005	63.3%	

The June 2005 six-month average of 63.3% is down from the December 2004 72.7%. However, for the third consecutive first six-month period, the BMCW and its partner agencies showed a slight gain (1.2% between June 2004 and June 2005).

Strategies to address annual physical and dental exams:

- Each Ongoing site is monitoring monthly the children requiring an annual physical or dental exam.
- The Wisconsin Department of Health and Family Services announced a new health care initiative for foster children. The **Allied Services for Healthy Foster Children Program** will launch in early 2006 under a contract to be awarded to Abri Health Plan, Inc. The program will allow the opportunity to improve access, coordination, quality and efficiency of health care services for foster children in Milwaukee.

The Allied Services program was initiated in the 1999-2001 Wisconsin State budget, which authorized the Department of Health and Family Services to create the Task Force on Health Care for Children in Out-of-Home Care. The Task Force was charged with developing a delivery model that integrates social, behavioral and physical health needs of children in out-of-home care in Milwaukee County.

Children in foster care, court-ordered Kinship Care and subsidized adoption will be enrolled in the program. The program will:

- provide for the full assessment and identification of each child's health care needs within a health care service plan that coordinates physical, dental, mental and behavioral health;
- enable foster parents to more easily locate qualified professionals to meet the special needs of children in out-of-home care who also provide Title XIX services through an expanded provider network of Medicaid certified professionals trained to address the needs of children who have experienced trauma;
- include Health Care Managers who will work with the Bureau of Milwaukee Child Welfare (BMCW) Ongoing Case Managers in creating, communicating, and coordinating a health care plan for each child; and
- anticipate the child's ongoing health care needs after leaving out-of-home care by providing a Transition Assessment and plan for future health care.

PERMANENCY

Timeliness of completing the initial permanency plan

III.C.5. BMCW compliance with the federal standard for an initial case plan/permanency plan for all children within 60 days of a child entering BMCW custody

	Jan	Feb	Mar	Apr	May	Jun	YTD
Semi-Annual Initial Permanency Plans							
Site 1 (WCSN - Number of Perm Plans due during period) (N)	37	18	34	39	25	11	
Number of Initial Perm Plans completed on time	37	18	34	39	24	10	
Percentage (Point in Time)	100%	100%	100%	100%	96.0%	90.0%	98.8%
Site 2 (WCSN - Number of Perm Plans due during period) (N)							
Site 2 (WCSN - Number of Perm Plans due during period) (N)	24	29	25	29	23	30	
Number of Initial Perm Plans completed on time	24	29	24	29	22	28	
Percentage (PIT)	100%	100%	96.0%	100%	95.7%	93.3%	97.5%
Site 3 (IFPI - Number of Perm Plans due during period) (N)							
Site 3 (IFPI - Number of Perm Plans due during period) (N)	9	13	13	18	20	12	
Number of Initial Perm Plans completed on time	9	13	13	18	20	12	
Percentage (PIT)	100%	100%	100%	100%	100%	100%	100%
Site 4 (La Causa - Number of Perm Plans due during period) (N)							
Site 4 (La Causa - Number of Perm Plans due during period) (N)	16	7	16	27	35	35	
Number of Initial Perm Plans completed on time	16	7	16	27	35	35	
Percentage (PIT)	100%	100%	100%	100%	100%	100%	100%
Site 5 (IFPI - Number of Perm Plans due during period) (N)							
Site 5 (IFPI - Number of Perm Plans due during period) (N)	15	8	7	6	6	13	
Number of Initial Perm Plans completed on time	15	8	7	6	6	13	
Percentage (PIT)	100%	100%	100%	100%	100%	84.6%	96.4%
BMCW (PIT)							
BMCW (PIT)	100%	100%	98.9%	100%	98.2%	95.0%	98.7%

	January - June	July - December	YTD
BMCW Period 1 2003	95%	99%	97%
BMCW Period 2 2004	97%	97%	97%
BMCW Period 3 2005	99%		

Throughout the first six-months of Period 3, the BMCW and its private partner agencies maintained a 99% YTD average compliance rating for this goal. The BMCW and its private partner agencies consistently have met a high level of performance throughout the five consecutive six-month periods.

DISCUSSION:

Noteworthy to this goal:

- ❑ Site 3 (CFCP) and Site 4 (La Causa) achieved 100% for all six months
- ❑ Site 5 (CFCP) 100% performance on this standard for five of the six months
- ❑ Site 1 (CFCP) met 100% performance in four of the six months
- ❑ Site 2 (CFCP) met 100% compliance in three of the six months
- ❑ Overall, in twenty-four of the thirty (80%) possible months (five sites - six months per year) the sites reached 100% compliance

Timeliness of Judicial or Administrative Permanency Plan reviews

III.C.6. State compliance with the federal requirement for a judicial or administrative permanency plan review every 6 months and at least one judicial permanency plan review annually;

	January	February	March	April	May	June	YTD Average
Site 1 CFCP							
(N)	545	552	554	555	562	545	
Current PPR's & APPR's	488	492	485	476	485	474	
Percentage Compliant	89.5%	89.1%	87.5%	85.8%	86.3%	87.0%	87.5%
Site 2 CFCP							
(N)	434	443	447	450	437	420	
Current PPR's & APPR's	406	418	421	397	398	373	
Percentage Compliant	93.5%	94.4%	94.2%	88.2%	91.1%	88.8%	91.7%
Site 3 CFCP							
(N)	452	460	478	483	488	471	
Current PPR's & APPR's	431	445	448	429	449	441	
Percentage Compliant	95.4%	96.7%	93.7%	88.8%	92.0%	93.6%	93.3%
Site 4 La Causa							
(N)	456	442	425	427	439	428	
Current PPR's & APPR's	432	427	398	382	408	397	
Percentage Compliant	94.7%	96.6%	93.6%	89.5%	92.9%	92.8%	93.4%
Site 5 CFCP							
(N)	363	364	392	392	395	385	
Current PPR's & APPR's	332	330	354	347	368	356	
Percentage Compliant	91.5%	90.7%	90.3%	88.5%	93.2%	92.5%	91.1%
BMCW							
(N)	2250	2261	2296	2307	2321	2249	
Current PPR's & APPR's	2089	2112	2106	2031	2108	2041	
Percentage Compliant	92.8%	93.4%	91.7%	88.0%	90.8%	90.8%	91.3%

*APPR – Permanency Plan heard in court PPR – Permanency Plan heard by Court Commissioner

* The (N) represents the number of children, identified in WiSACWIS, for each month who are part of the population of children who are required to have an updated PPR or APPR. This monthly total does not state that each month "X" many children are due for an updated (A)PPR, rather of all of the children that month, there are "X" number of children who should be in compliance with an updated (A)PPR, and the information entered in to WiSACWIS.

	June (PIT)	December (PIT)	YTD Average
BMCW Period 1 2003	77%	89%	64%
BMCW Period 2 2004	75%	82%	77%
BMCW Period 3 2005	91%		91%

As the data in the first table show, four of the five sites are above 90% compliance. Additionally, the BMCW overall during Period 1 achieved an average level of 64% compliance. During Period 2 this increased to an average level of 77% compliance. For the first six months of Period 3, the first six month average increased by 14% percentage points to 91%.

Children Re-entering OHC within 12 months of leaving an OHC placement

III.C.7. The percentage of children re-entering BMCW out-of-home care within the period who have re-entered care within 12 months of a prior BMCW out-of-home care episode.

Of the 668 children who were placed in Out-of-home Care Services between January and June 2005, there were 75 children who re-entered care; 38 (50.6%) of the children who re-entered care did so within 12 months of a prior foster care episode.

Month (2005)	Number of Children who entered OHC - January to June (2005)	Number of children who re-entered OHC within 12 months of a prior OHC episode – January to June (2005)	Number of children who re-entered OHC within 12 months of a prior OHC episode - January to June (2004)	Number of children who re-entered OHC within 12 months of a prior OHC episode - January to June (2003)
January	94	4	13	2
February	121	8	3	3
March	106	8	9	9
April	144	9	8	9
May	83	1	11	6
June	120	8	8	3
Totals (YTD)	668	38	52	32

Between January – June 2005, 38 children re-entered OHC in twelve or fewer months of a previous OHC (Ongoing Services) episode; compared to 52 children who re-entered during the first six-months of Period 2. This represents a decrease of 14 children.

This is an annualized measure – the data presented for the first six-months is only an approximation when compared to the overall standard which is measured over a twelve month period.

	January - June	July - December	Year Ending
Period 1			7.1%
Period 2	7.9%	5.3%	6.6%
Period 3	5.7%		

DISCUSSION:

The subsequent table shows a grouping of an identified reason the child returned to an OHC placement. A return to OHC may often involve multiple issues surrounding the caretakers and the dynamics within the family, and there may be contributing factors that have led to the eventual detention of the children. The data below may not constitute the exact reason or reasons for the return, but rather convey similar groupings distinguishing what led to the child returning to OHC. Although these groupings provide an opportunity to differentiate some of the global reasons children returned, each family situation was different.

Reason for return to OHC placement	2004 (N)	2005 Jan – June (N)
Parents' unstable living environment, parent unable to be located, parent relapsed, domestic violence, untreated mental health	48	10
Emotional and Behavior needs of child exceeded that of parent/caretaker	14	4
Physical Abuse	9	0
Parent incarcerated	6	4
Neglect	6	1
Teen mother unable to adequately provide for child - neglect	3	0
Medical Neglect	0	1
Death of primary caretaker	0	1
Sexual Abuse	0	1
Subtotal (available information):		22
Information not available at time of report	0	16
Total	86	38

The category "Parents unstable living environment, parent unable to be located, parent relapsed, domestic violence" continued to have the largest (reported) grouping of children with 10 (45.4%) of the total 22 reported. Within this category, parents with AODA or mental health problems were the most frequent responses.

Ongoing Case Manager Turnover

III.C.8. Ongoing case manager turnover rates per BMCW case management Site, identifying the number of ongoing case managers carrying cases at the beginning of the reporting period, the number of ongoing case managers carrying cases who leave for any reason during the reporting period, and the number of ongoing case managers carrying cases added during the period.

Monthly turnover was calculated (using the definition as described in the Agreement) by identifying the number of case carrying workers terminated for any reason (including internal promotions, retiring, relocating and going back to school) during the month divided by the number of case carrying workers at the beginning of the month plus the case carrying workers added during the month. Using the Agreement definition to determine a BMCW turnover rate for the first six months of Period 3, the calculation would reflect a 19% turnover rate (54 workers exited / (206 workers as of Jan 1 + 73 hires) = 19%).

During Period 1, there were 98 Ongoing Case Managers (OCM) who separated their employment; during Period 2, 129 Ongoing Case Managers separated from their employment. During Period 3 YTD, there have been 54 Ongoing Case Managers who have separated their employment or moved into other positions within the agency. During the first six months of Period 1, 57 OCM's exited employment; for the first six months of Period 2, 63 OCM's separated employment. Although there has been a decrease in the number (9) of employees who exited in the first six months of Period 3 when compared to Period 2, the retention of the Ongoing workforce is an important issue to the BMCW and its private partner agencies.

The measurement provided in the report reflects the expectations of the Settlement Agreement. This information does not provide other key elements that relate to the "turnover" of staff.

The BMCW and its private partner agencies fully recognize the importance and value of a diverse, competent, trained and supported child welfare workforce. The BMCW remains committed to the workers, respecting their knowledge and expertise in child welfare. Appreciating the integral role that the staff play in the delivery of services to children and families, workforce development has a prominent role in the ongoing growth of the workforce. The BMCW understands however, that some turnover is inevitable due to changes in the life circumstances of staff (relocation issues, marriage, and birth of children, continued education, or changing careers). The BMCW and its private partner agencies are committed to addressing and reducing preventable turnover (for reasons other than retirement, death, marriage, parenting, returning to school, or relocation).

During CY 2004 the BMCW implemented many strategies to identify and understand the reasons for turnover among Ongoing Case Managers and ways to address the identified concerns. As a result of these efforts, the BMCW is initially focusing on the following areas (This is not an all inclusive list; rather it represents steps the BMCW believes will significantly affect turnover concerns):

- Targeted recruitment to attract the right candidates
- Thorough pre-employment screening to ensure that candidates clearly understand the realities of the work they will be asked to do

- Equitable pay and benefit packages designed to compensate workers fairly and reward their increased proficiencies
- Training to ensure that workers are prepared to do the work they have been hired to do, along with support and mentor them as needed throughout their employment
- The BMCW will continue to partner with the University of Wisconsin-Milwaukee (UWM) School of Social Welfare to provide part-time evening courses at reduced tuition for staff interested in pursuing a Master of Social Work (MSW) degree. The BMCW will also continue the full time MSW program in partnership with the UWM School of Social Welfare. This program is partially funded by use of Title IV-E federal funds. The BMCW staff receive a stipend while attending graduate school full time. In return for this stipend staff commit to working at the BMCW for two years after completing their MSW degree.
- In December 2004, the Division of Children and Family Services began implementation of a partnership to address child welfare workforce recruitment and retention issues in Milwaukee. The University of Wisconsin Milwaukee, in partnership with the Child Welfare League of America (CWLA), University of Chicago Chapin Hall and Frances Pitt and Associates is working together with the Bureau of Milwaukee Child Welfare and its private agency partners. This report will build on the recommendations presented in the Flower, Sumski, and McDonald report from January 2005, “Review of Turnover in Milwaukee County Private Agency Child Welfare Ongoing Case Management Staff “
- At this time, the Department is in the initial process of reviewing all of the recommendations provided in the May 31, 2005 CWLA report.

The following set of tables illustrates by site the flow of Ongoing Case Managers hired at each site, as well as those who terminated their employment. Data for the first six months of Period 3 has been updated with corroborating information provided by each site.

Site 1 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Period 3 YTD	Period 2 YTD	Period 1 YTD
OCM's at Start of Month	46	47	47	48	44	47			
OCM's Hired During Month	1	3	0	4	2	1	11	9	12
OCM's Terminated During Month	2	0	3	4	1	2	12	13	11
Turnover %	4.3%	0%	4.3%	7.5%	4.3%	4.2%	21%		

Site 1 (CFCP)

	Ongoing Case Manger Length of Employment (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.8	7	2.1
June 30, 2005	0.1	7.5	2.1

Employees who left OCM positions	
LOE	Number of OCM's
6 or fewer months	3
6 months to 12 months	2
12 to 18 months	0
18 to 24 months	1
24 to 30 months	1
30 to 36 months	0
36 months or more	5

	Minimum LOE	Maximum LOE	Average LOE
Employees who left OCM positions Yrs)	0.3	7.4	2.4

Reason for Leaving	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	5	0.7	5.2	3.2
Unknown	3	0.3	0.5	0.4
Internal Promotion - Same Program	2	0.6	7.4	4.0
Moved out of the area	1	2.1	2.1	2.1
To attend school	1	1.6	1.6	1.6

Site 2 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Period 3 YTD	Period 2 YTD	Period 1 YTD
OCM's at Start of Month	43	43	41	40	37	40			
OCM's Hired During Month	0	1	4	0	7	3	15	15	11
OCM's Terminated During Month	1	2	2	3	2	4	14	16	11
Turnover %	2.3%	4.5%	4.4%	7.5%	4.5%	9.3%	24%		

Site 2 (CFCP)

	Ongoing Case Manger Length of Employment (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	5.8	1.5
June 30, 2005	0.0	3.9	1.3

Employees who left OCM positions	LOE	Number of OCM's
6 or fewer months		2
6 months to 12 months		5
12 to 18 months		0
18 to 24 months		2
24 to 30 months		1
30 to 36 months		0
36 months or more		4

	Minimum LOE	Maximum LOE	Average LOE
Employees who left OCM positions Yrs)	0.3	6.1	1.9

Reason for Leaving	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	4	0.3	1.0	0.6
Personal Reasons	3	0.7	3.6	2.5
Moved out of the area	2	1.0	2.0	1.5
To attend school	2	2.0	3.4	2.7
Accepted a State Job with BMCW	1	6.1	6.1	6.1
Terminated by Agency	1	0.3	0.3	0.3
General Job Dissatisfaction	1	1.8	1.8	1.8

Site 3 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Period 3 YTD	Period 2 YTD	Period 1 YTD
OCM's at Start of Month	46	45	47	47	47	47			
OCM's Hired During Month	3	0	1	1	8	3	16	6	14
OCM's Terminated During Month	2	0	1	1	2	1	7	12	10
Turnover %	2.2%	0%	2.3%	2.1%	5.6%	2.0%	11%		

Site 3 (CFCP)

	Ongoing Case Manger Length of Employment (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	7.0	2.0
June 30, 2005	0.0	7.4	1.8

Employees who left OCM positions	Number of OCM's
LOE	
6 or fewer months	0
6 months to 12 months	1
12 to 18 months	1
18 to 24 months	1
24 to 30 months	1
30 to 36 months	2
36 months or more	1

	Minimum LOE	Maximum LOE	Average LOE
Employees who left OCM positions Yrs)	0.9	3.4	2.2

Reason for Leaving	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	2	2.6	2.9	2.8
Unknown	2	0.9	1.5	1.2
Another position outside of social services	1	2.4	2.4	2.4
Internal Promotion - Same Program	1	3.4	3.4	3.4
To attend school	1	2.0	2.0	2.0

Site 4 (La Causa) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Period 3 YTD	Period 2 YTD	Period 1 YTD
OCM's at Start of Month	40	40	43	41	42	41			
OCM's Hired During Month	3	0	2	2	0	5	12	10	15
OCM's Terminated During Month	2	0	1	1	2	3	9	11	11
Turnover %	4.7%	0%	2.2%	2.3%	4.8%	6.5%	17%		

Site 4 (La Causa)

	Ongoing Case Manger Length of Employment (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	4.8	2.3
June 30, 2005	0.0	5.2	2.2

Employees who left OCM positions	
LOE	Number of OCM's
6 months to 12 months	4
12 to 18 months	1
18 to 24 months	0
24 to 30 months	3
30 to 36 months	1
36 months or more	0

	Minimum LOE	Maximum LOE	Average LOE
Employees who left OCM positions Yrs)	0.5	2.8	1.5

Reason for Leaving	Number	Minimum LOE	Maximum LOE	Average LOE
Unknown	4	0.5	2.1	1.1
Moved out of the area	2	0.7	2.5	1.6
Another position outside of social services	1	2.2	2.2	2.2
Terminated by Agency	1	0.6	0.6	0.6
To attend school	1	2.8	2.8	2.8

Site 5 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Period 3 YTD	Period 2 YTD	Period 1 YTD
OCM's at Start of Month	31	28	32	33	33	36			
OCM's Hired During Month	8	1	3	2	4	0	18	6	16
OCM's Terminated During Month	3	3	1	3	0	2	12	9	14
Turnover %	7.0%	5.7%	2.9%	5.9%	0%	5.6%	24%		

Site 5 (CFCP)

	Ongoing Case Manger Length of Employment (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.2	3.4	1.3
June 30, 2005	0.1	3.9	1.1

Employees who left OCM positions	Number of OCM's
LOE	
6 or fewer months	4
6 months to 12 months	3
12 to 18 months	1
18 to 24 months	2
24 to 30 months	0
30 to 36 months	0
36 months or more	2

	Minimum LOE	Maximum LOE	Average LOE
Employees who left OCM positions Yrs)	0.1	3.6	1.2

Reason for Leaving	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	3	0.5	3.4	1.5
Another position outside of social services	2	0.4	0.6	0.5
Moved out of the area	2	1.6	3.6	2.6
Unknown	2	0.1	1.4	0.8
Job Dissatisfaction - General	1	0.2	0.2	0.2
Job Dissatisfaction - Job's Pay	1	0.6	0.6	0.6
To attend school	1	1.8	1.8	1.8

BMCW 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Period 3 YTD	Period 2 YTD	Period 1 YTD
OCM's at Start of Month	206	203	210	209	203	211			
OCM's Hired During Month	15	5	10	10	21	12	73	45	68
OCM's Terminated During Month	10	5	7	12	8	12	54	63	57
Turnover %	4.5%	2.4%	3.2%	5.5%	3.6%	5.4%	19%		

BMCW

	Ongoing Case Manger Length of Employment (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	7.0	1.9
June 30, 2005	0.0	7.4	1.7

Employees who left OCM positions	LOE	Number of OCM's
6 or fewer months		9
6 months to 12 months		15
12 to 18 months		2
18 to 24 months		6
24 to 30 months		6
30 to 36 months		4
36 months or more		12

	Minimum LOE	Maximum LOE	Average LOE
Employees who left OCM positions Yrs)	0.1	7.4	1.7

Reason for Leaving	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	14	0.3	5.2	2.0
Unknown	11	0.1	2.1	0.9
Moved out of the area	7	0.7	3.6	1.9
To attend school	6	1.6	3.4	2.3
Internal Promotion - Same Program	3	0.6	7.4	3.8
Another position outside of social services	4	0.4	2.4	1.4
Personal Reasons	3	0.7	3.6	2.5
Terminated by Agency	2	0.3	0.6	0.5
Job Dissatisfaction - General	2	0.2	1.8	1.0
Job Dissatisfaction - Job's Pay	1	0.6	0.6	0.6
Accepted a State job with the BMCW	1	6.1	6.1	6.1

DISCUSSION - Turnover:

Staff Turnover continues to be an issue that is not only being closely monitored by the BMCW and its private partner agencies, but also is receiving additional attention from outside resources that are not only identifying factors that contribute to the turnover but also to assist with identifying, developing, and implementing different staff retention and staff recruitment activities.

The following information provides a brief summary of the above tables:

- Sites where Ongoing Case Managers (OCM's) left or were promoted with three or more years experience:

- Site 1 (CFCP) - Five Ongoing Case Managers
- Site 2 (CFCP) – Four Ongoing Case Managers
- Site 5 (CFCP) – Two Ongoing Case Managers
- Site 3 (CFCP) – One Ongoing Case Manager

The twelve Ongoing Case Managers above accounted for 22.2% of all employees who left or changed positions during the first six months of 2005.

- Year to date, 44.4% of the Ongoing Case Managers who left had 12 or fewer months experience. This compares to 33.8% of all Ongoing Case Managers who left during CY 2004, and 33.6% from CY 2003.

- The average length of employment (with current agency) for active Ongoing Case Managers at each site as of June 30, 2005:

- Site 4 (La Causa) – 2.2 years
- Site 1 (CFCP) – 2.1 years
- Site 3 (CFCP) – 1.8 years
- Site 2 (CFCP) – 1.3 years
- Site 5 (CFCP) – 1.1 years

- By site, the number of Ongoing Case Managers who left or changed positions during the first six months of Period 3:

- Site 3 (CFCP) - 7 Ongoing Case Managers
- Site 4 (La Causa) - 9 Ongoing Case Managers
- Site 1 (CFCP) - 12 Ongoing Case Managers
- Site 5 (CFCP) - 12 Ongoing Case Managers
- Site 2 (CFCP) - 14 Ongoing Case Managers

- By site, the Average Length of Employment (LOE) of the Ongoing Case Managers who left or changed positions during the first six months of Period 3:

- Site 5 (CFCP) - 1.2 years average LOE
- Site 4 (La Causa) - 1.9 years average LOE
- Site 2 (CFCP) - 1.9 years average LOE
- Site 3 (CFCP) - 2.2 years average LOE
- Site 1 (CFCP) - 2.4 years average LOE

Identified reason for employment separation	Period I (N)	Period I % of Exits	Period II (N)	Period II % of Exits	Period III (N) YTD	Period III % of Exits YTD
Voluntary Resignation reason not provided	41	40.1%	36	28.6%	0	0
Terminated by Agency	14	13.8%	9	7.1%	2	3.7%
Other - unknown	11	10.8%	9	7.2%	11	20.4%
Job Dissatisfaction - General	6	5.8%	7	5.6%	2	3.7%
Job Dissatisfaction - Pay related	0	0	0	0	1	1.9%
Another Position in Soc Serv - Not Child Welfare	6	5.8%	3	2.4%	14	25.9%
Moved out of the area	5	4.9%	23	18.3%	7	13.0%
IVE - Program	5	4.9%	2	1.6%	0	0
Another position outside of social services	4	3.9%	10	7.9%	4	7.4%
Transferred to another site with BMCW	3	2.9%	2	1.6%	0	0
To attend school	2	1.9%	10	7.9%	6	11.1%
Internal Transfer - Same Agency Different Program	2	1.9%	9	7.1%	0	0
Internal Promotion - Same Program	2	1.9%	1	0.8%	3	5.6%
Accepted a job with the State of Wisconsin	1	0.9%	5	4.0%	1	1.9%
Personal Reasons	0	0	0	0	3	5.6%

The table above provides a look at the different reasons Ongoing Case Managers offered when they separated their employment from the agency (or were promoted) for Period 1, Period 2, and the first six months of Period 3.

- The combined total of those Ongoing Case Managers who exited employment for reasons of “voluntary resignation reason not provided” and “Other-Unknown” accounted for 50.9% of the responses in Period 1 and 35.8% of the responses for Period 2. These were the highest response totals for each respective Period. However, for the first six months of Period 3, this decreased to 20.4% of the responses. This may suggest that the sites have done a better job with exit interviews, thereby providing more detailed information regarding their changing workforce.
- The most significant shift observed during the first six months of Period 3 is that 25.9% (fourteen OCM’s) of the Ongoing Case Managers, who exited, left for another position in Social Services (not in Child Welfare). Comparatively in Period 1 this accounted for 5.8% (six OCM’s) of the turnover, and in Period 2 it accounted for 2.4% (three OCM’S).
- For the first six months of Period 3, the number (2) and percentage (3.7%) of employees who were terminated by the agencies is also lower than the percentages we saw during Period 1 (13.8%) and Period 2 (7.1%). Although the data only represents the first six months, we appear to see a trend from year to year where the number of employees terminated by the agencies is decreasing.

The following figures are provided only for comparative analysis, and in no way are intended to replace or supersede any of the information required by the settlement agreement. This section will look at turnover within the BMCW using two additional measures: one from the recent CWLA report “Bureau of Milwaukee Child Welfare Retention and Recruitment Project Interim report #2” (May 31, 2005); and the second described in the “THE CHILD WELFARE WORKFORCE CHALLENGE: Results from a Preliminary Study” - Presented at Finding a Better Ways 2001 Dallas, Texas May 2001 (study conducted in collaboration with the Alliance for Children and Families (Alliance), American Public Human Services Association (APHSA).

The first measure used for the comparative analysis to determine a turnover rate was described in the May 31, 2005 CWLA report which was specific to the BMCW:

Number of Annual Separations from the Position
Average Number of Filled Positions at the Beginning of Each Month

Site	Separations January to June 2005	Average Filled Positions January to June 2005	Turnover Percentage January to June 2005
Site 1	12	47	26%
Site 2	14	41	34%
Site 3	7	47	15%
Site 4	9	41	22%
Site 5	12	32	38%
BMCW	54	207	26%

* This is an annual measure applied to the first six months of 2005 turnover information

The first three columns of data were reported in the May 31, 2005 CWLA report. The last column was derived using the calculations from the table above, using the CWLA turnover measure:

	CY 2003	CY2004	2-Year Average	Jan – June 2005
1.	Site 1 (33%)	Site 3 (41%)	Site 3 (38%)	Site 3 (15%)
2.	Site 3 (35%)	Site 4 (48%)	Site 1 (42%)	Site 4 (22%)
3.	Site 4 (45%)	Site 1 (51%)	Site 4 (46%)	Site 1 (26%)
4.	Site 5 (49%)	Site 2 (66%)	Site 2 (61%)	Site 2 (34%)
5.	Site 2 (55%)	Site 5 (90%)	Site 5 (70%)	Site 5 (28%)

The data above would tend to suggest that during the first six-months of CY2005 compared to the 2-Year Average, Site 3 continued to have the lowest turnover for the period, Sites 4 and 1 have switched positions, and Sites 2 & 5 continue to have the highest level of turnover.

This next piece of the analysis uses the second measure to determine a turnover rate, as described in the “THE CHILD WELFARE WORKFORCE CHALLENGE: Results from a Preliminary Study”:

Using the second alternative measure provides a different look at the calculation of turnover. One of the fundamental differences relates to how to count workers who have separated from their OCM positions. With this measure, the turnover only reflects those staff who left the agency, not the number of staff who left their positions but stayed with the agency.

"**Annual Turnover Rate:** percentage calculated as the number of staff who left the agency for any reason ... relative to the number of authorized FTE positions on..."

"Note. Turnover Rates only reflect the number of staff who left the agency, not the number of staff who left their positions and stayed within the agency (e.g., staff who were promoted)"

Identified reason for employment separation	Period 3 (N)
Accepted a job with the State of Wisconsin	1
IVE - Program & Leave of Absence, to attend school	6
Internal Promotion - Same Program	3

Identifying movement of OCM's the preceding 10 positions might not be included in the turnover measure using the above identified definition, therefore:

Identified reason for employment separation	Period 3 (N)
Employees who exited total using the Agreement Measure	54
Number of employees who may be excluded using this different measure	10
Total Employees exiting in 2005 YTD – new measure	44
Number of FTE OCM positions as of January 1, 2005 (all Sites)	225
Turnover Rate	19.5%

Although it appears that turnover is not unique to the BMCW, it is also not considered acceptable by the BMCW. Maintaining a balanced and consistent workforce is one of several important factors to continue to maintain and improve service delivery to families. The BMCW understands the multiple relationships between high staff turnover and the potential issues concerning the consistency of care provided, and therefore remains committed to move forward to improve the retention of staff and reduce the level of turnover.

Average number of children per caseload

III.C.9. The monthly caseload averages of children per ongoing case manager carrying cases, for each BMCW case management Site, including the maximum and minimum number of children at the end of the month per manager.

Site 1 (CFCP)	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	19.8	20.7	19.1	20.3	19.8	19.7
Minimum children per worker	1	1	1	1	1	1
Maximum children per worker	31	35	35	33	33	30

Site 2 (CFCP)	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	16.9	17.5	17.7	19.8	19.8	19.0
Minimum children per worker	1	1	2	2	1	1
Maximum children per worker	25	23	23	25	27	25

Site 3 (CFCP)	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	18.3	17.3	17.3	17.4	16.9	15.3
Minimum children per worker	1	1	1	2	1	1
Maximum children per worker	24	24	24	24	24	26

Site 4 (La Causa)	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	18.3	17.3	18.0	18.0	18.3	20.1
Minimum children per worker	1	3	3	1	2	1
Maximum children per worker	24	21	23	21	22	21

Site 5 (CFCP)	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	20.5	17.2	17.9	17.2	17.8	16.6
Minimum children per worker	1	2	1	2	1	1
Maximum children per worker	28	25	25	24	26	25

The above data show, by site, the average number of children on each Ongoing Case Managers (OCM) caseload (mentors are not included in the number) for the first six months of Period 3. As of June 30, 2005 the BMCW YTD average was 18.1 children per Ongoing Case. This is lower than the average of 18.5 from December 2004.

The mentors carry minimal caseloads and have been excluded from the number of staff carrying cases when determining the average caseload size – however, the mentor’s cases do remain in the sample.